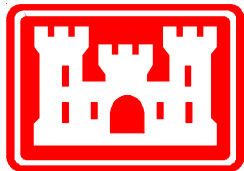


3rd Quarter 97

Directorate of Civil Works



Directorate of Civil Works

Index of Indicators (3Q - FY97)

Indicator Number	Indicator Title	Rating	Status	Slide Number
CWO1	FY96 General Investigations, Expenditures	A		4
PROG1	General Investigations (G.I.) Expenditures versus Baseline Goal			5
CW02	FY96 Construction, General Expenditures	R		7
PROG02	Construction General (C.G.) Expenditures versus Baseline Goal			8
CW03	FY96 Operation & Maintenance, General Expenditures	G		10
PROG03	Operation & Maintenance (O&M), Expenditures versus Baseline Goal			11
CW04	FY96 Flood Control, MR&T, Expenditures	G		13
CW05	Congressional Adds of Projects Not In the President's Budget	G		15
PROG05	Execution of Congressional Adds (New Adds Only)			16
CW06	Survey Investigations, Reconnaissance reports (Regular)	A	B	18
PLAN01	Division Performance (Regular)			19
PLAN02	Survey Investigations, Reconnaissance reports (Expedited)	A		21
PLAN03	Division Performance (Expedited)			22
CW07	Survey Investigations, Feasibility Studies	G	B	24
PLAN04	Division Performance (Feasibility Reports)			25

B - Brief I - Information S - Special Interest N - Not Addressed

Directorate of Civil Works

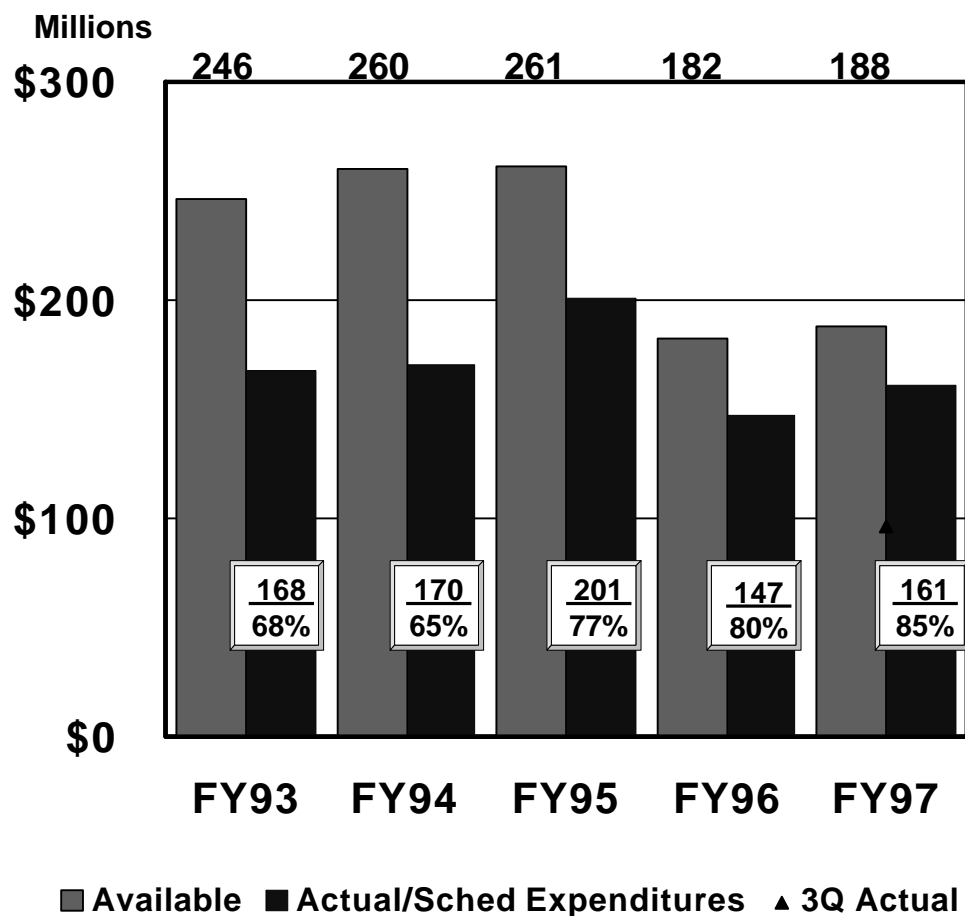
Index of Indicators (3Q - FY97)

Indicator Number	Indicator Title	Rating	Status	Slide Number
CW08	Award of Continuing Authorities Construction Contracts	A	B	27
PLAN04	Division Performance (Continuing Authorities Contracts)			28
CW09-10	Private Sector Contracting	A	B	30
PRIV01	Private Sector Contracting - Planning	G		31
PRIV02	Private Sector Contracting - Engineering	R		32
CW11	Design Completion for Construction Contracts**	R	B	34
ENGR01	Division Performance (Design Completion)			35
CW12	Award of Construction Contracts**	R	B	37
ENGR02	Division Performance (Construction Awards)			38
CW13-14	Regulatory Program	G		40
REGL01	Division Performance - Permits Completed within 60 Days			41
REGL02	Division Performance - Permits Completed within 120 Days			43
CW15	PRIP Obligations	G		45
OPER01	Division Performance (PRIP Obligations)			46

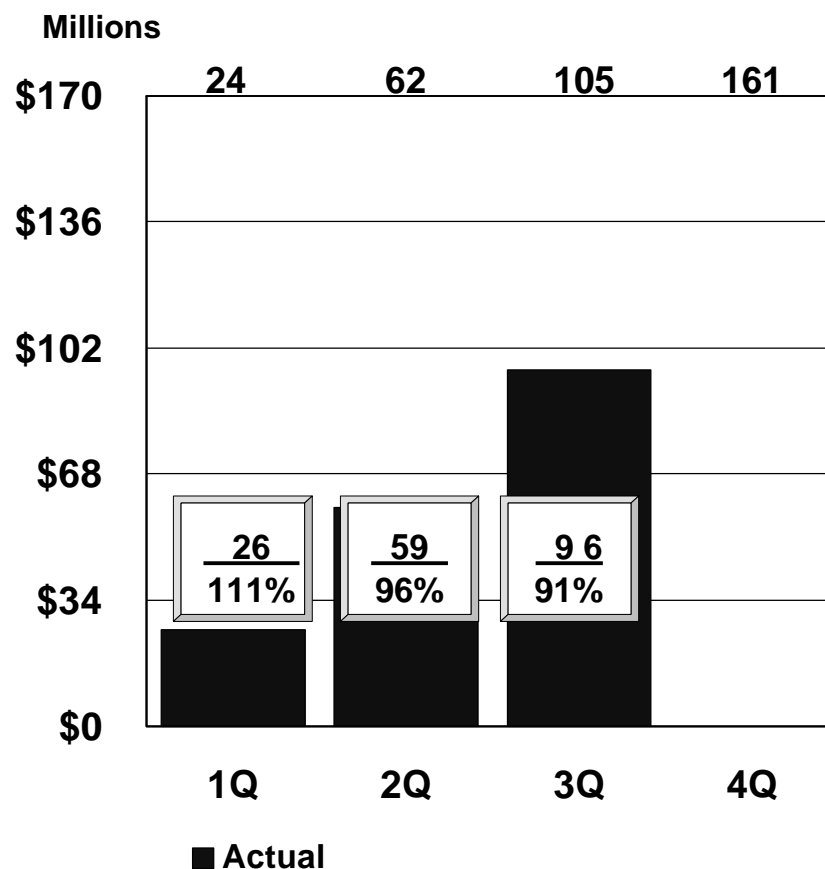
B - Brief I - Information S - Special Interest N - Not Addressed

FY 97 General Investigations, Expenditures

*Program Trends
End of FY Results*



*FY97 Quarterly Schedule
and Actual Performance*



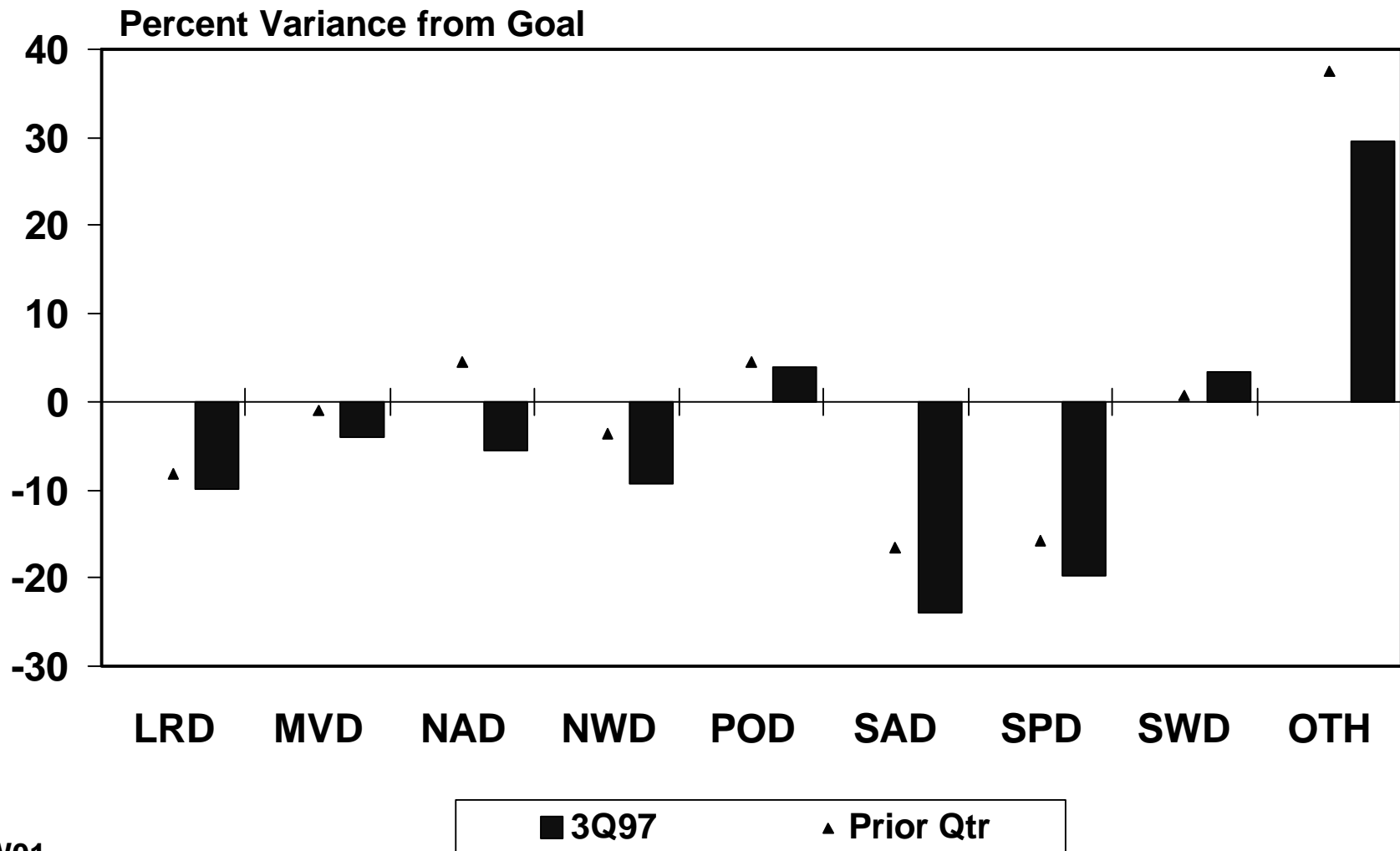
Goal: Complete 95% (\$153M) of the scheduled program (\$161M).

CW01

FY 97 schedule: Complete 85% (\$161M).

3Q97 General Investigations (GI), Execution By MSC/Lab/FOA

Actual Expenditures - % Variance from Goal (95%)



General Investigations (GI)

3Q FY 97 Expenditures

PROGRAM GOAL: Wisely use the full amount of available GI funds

CURRENT YEAR OBJECTIVES: Expend 95% of the scheduled amount of GI funds during the fiscal year.

3RD QTR RESULTS: Overall, the 3rd quarter execution rating is 'AMBER' because expenditures are less than 92% of the scheduled amount.

CURRENT YEAR RESOURCES: \$188M (including carryover) of which \$161M is scheduled for the MSCs, Labs, and FOAs.

IMPACT STATEMENT: Six MSCs and did not achieve a 'GREEN' rating. NWD, LRD, SAD, and SPD received a 'RED' rating. MVD and NAD received an 'AMBER' rating. NWD rating is attributed to schedule slips because of flood fighting efforts earlier in the FY and sponsor tardiness in obtaining right-of-entry. MVD rating is attributed to the MVR performance which is under LRD financial management through the FY.

ANALYSIS AND CORRECTIVE ACTION: The Districts, Labs, and FOAs should review their FY 97 schedules and offer for revocation any surplus funds. The funds that are not scheduled or are otherwise available should be identified for revocation as soon as possible so that they may be reprogrammed to other studies or projects that have a need for additional funds. Act language funds cannot be revoked or reprogrammed. MVD fessups total \$1.9M; SPD fessups total \$3.1M

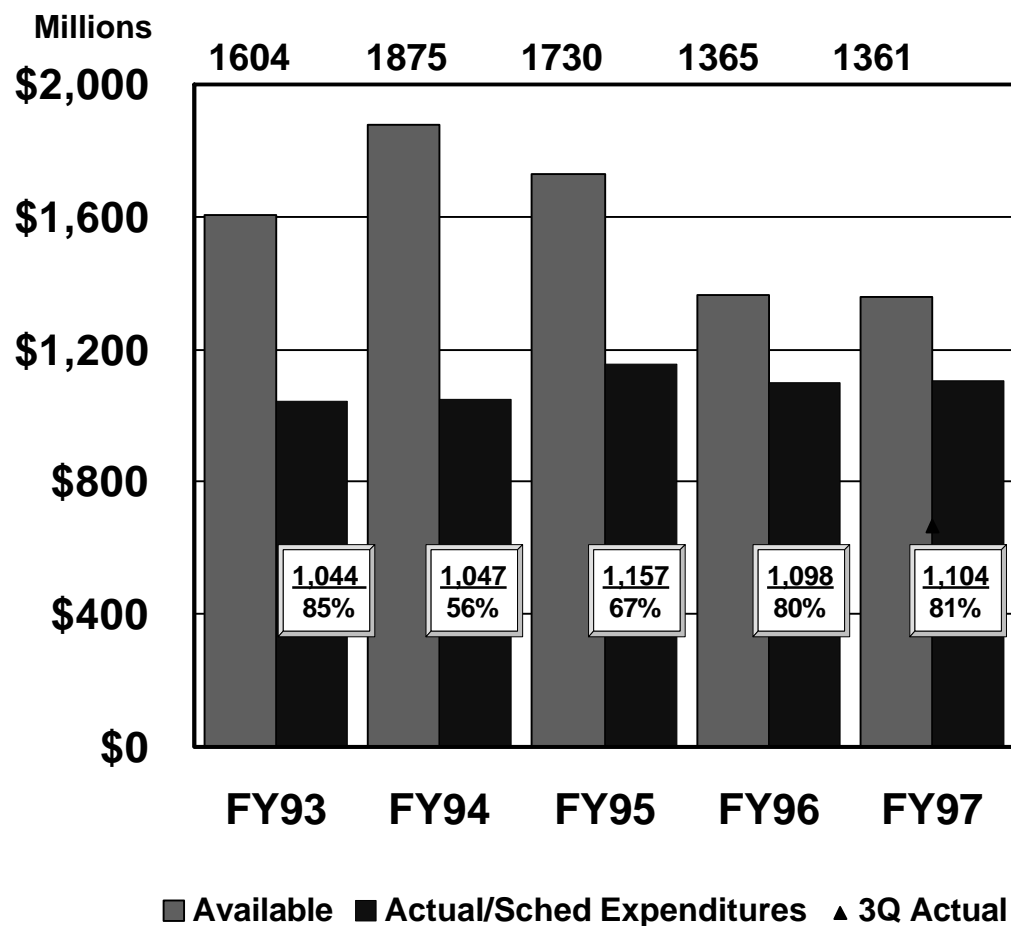
AS OF: 30 June 1997

POC: Ken Hall

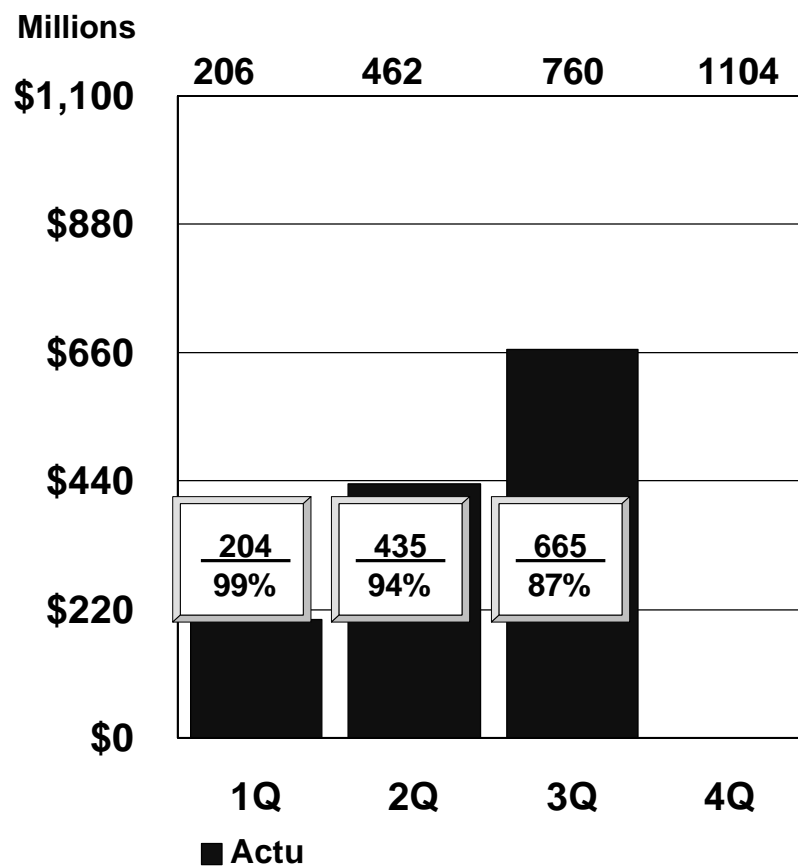
ASSESSMENT: AMBER

FY 97 Construction, General, Expenditures

*Program Trends
End of FY Results*



*FY97 Quarterly Schedule
and Actual Performance*



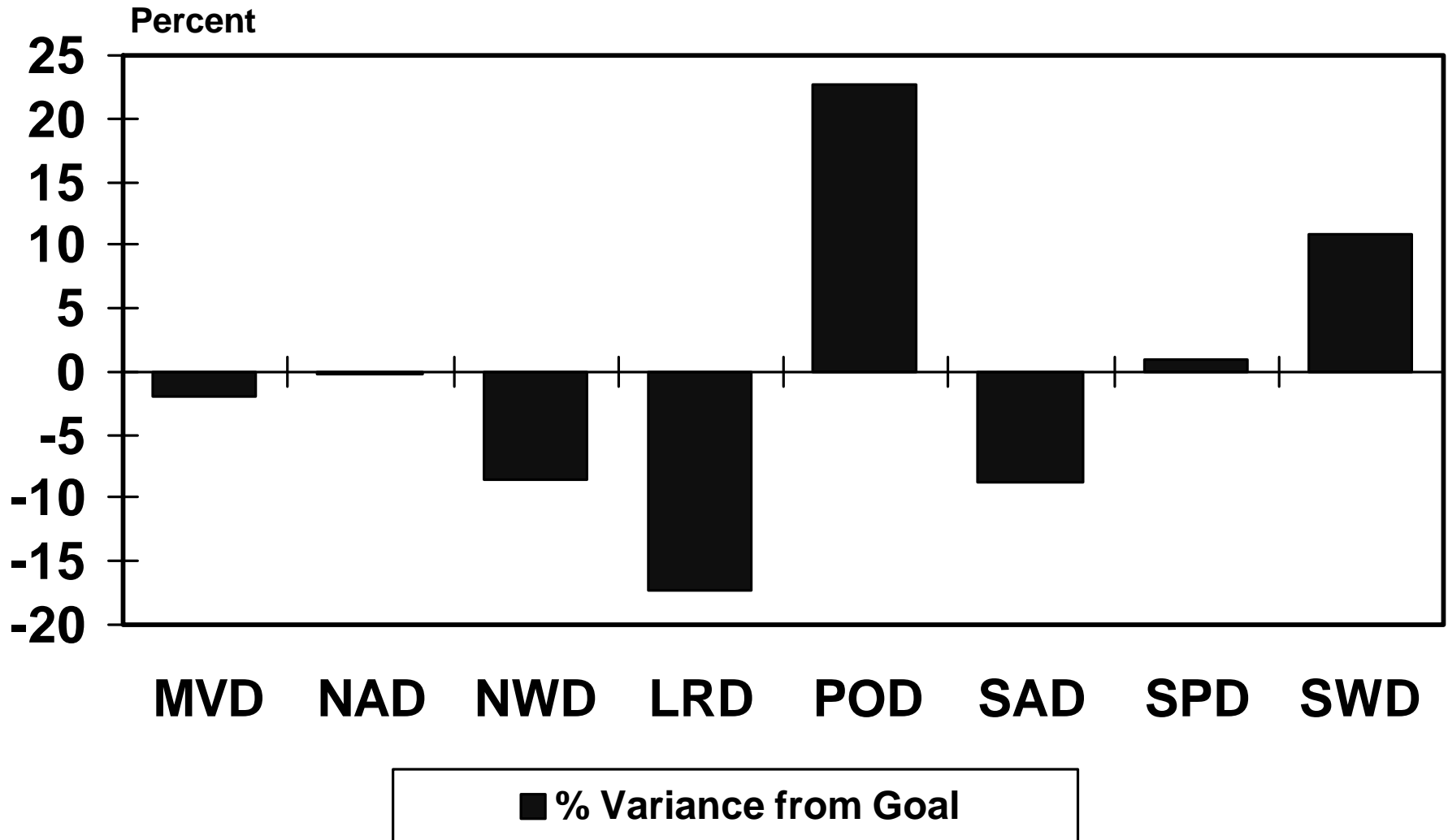
Goal: Complete 95% (\$1049M) of the scheduled program (\$1104M).

CW02

FY 97 schedule: Complete 81% (\$1104M).

3Q FY 97 Construction, General Expenditures

Actual Expenditures - %Variation from Goal



FY 97 Construction General (C,G) Execution

PROGRAM GOAL: Wisely expend the full scheduled program level for C,G funded activities

CURRENT YEAR OBJECTIVES: Expend 95% of the scheduled program amount during each quarter and overall

END OF YEAR PREDICTION: \$1.0 billion

CURRENT YEAR RESOURCES: \$1.1 billion

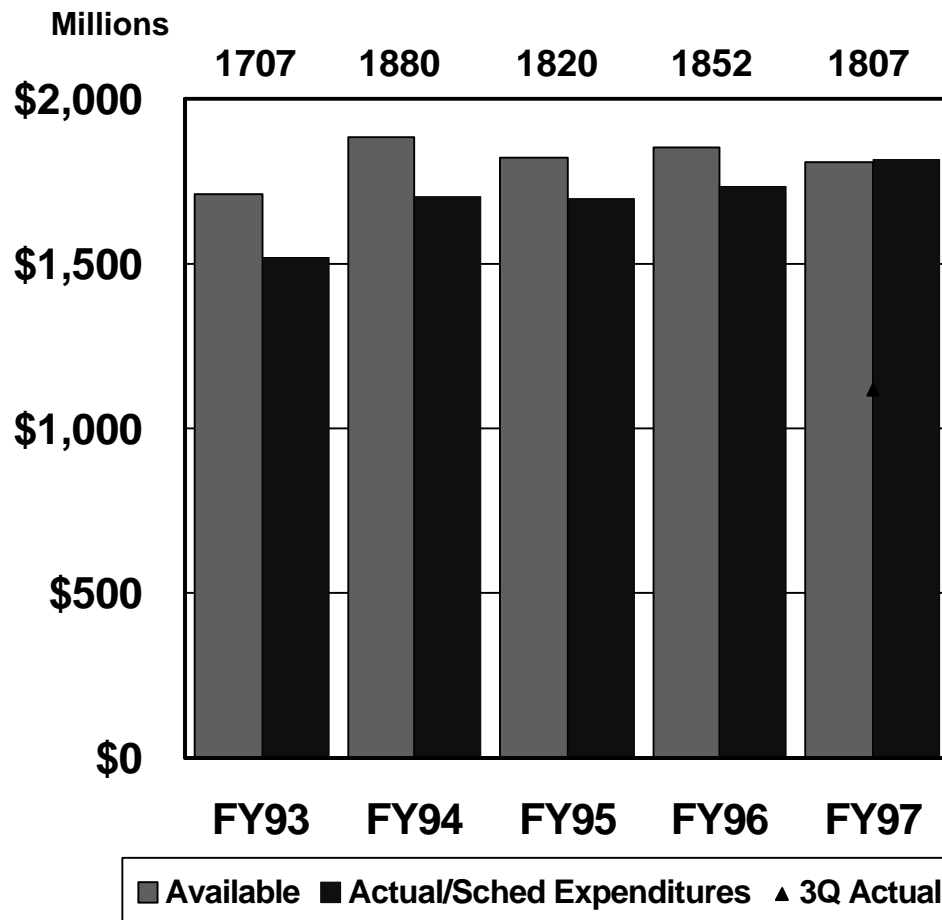
IMPACT ASSESSMENT: With deficit reduction being a major focus of the OMB FY 96 & FY 97 budget reviews, our ineffective use of the C,G funds in years prior to FY 95 resulted in reduced funding this year and in the outyears

ANALYSIS AND CORRECTIVE ACTION: The FY 97 schedules were carefully scrutinized to insure they were realistic and met highest priority needs. Cumulative expenditure rates ranged from -17.2% deviation from the goal to 22.6%. Performance was generally lower, with only three divisions in the green, while five divisions were green. Weaker performance by the green divisions were unable to keep overall program levels in the green, and performance of scheduled work during the quarter dropped to only 77% of scheduled amounts. As a result, overall performance dropped into the red.

AS OF: 30 Jun 97 POC: CECW-BE, J. Durkay, 202-761-8594 ASSESSMENT: RED

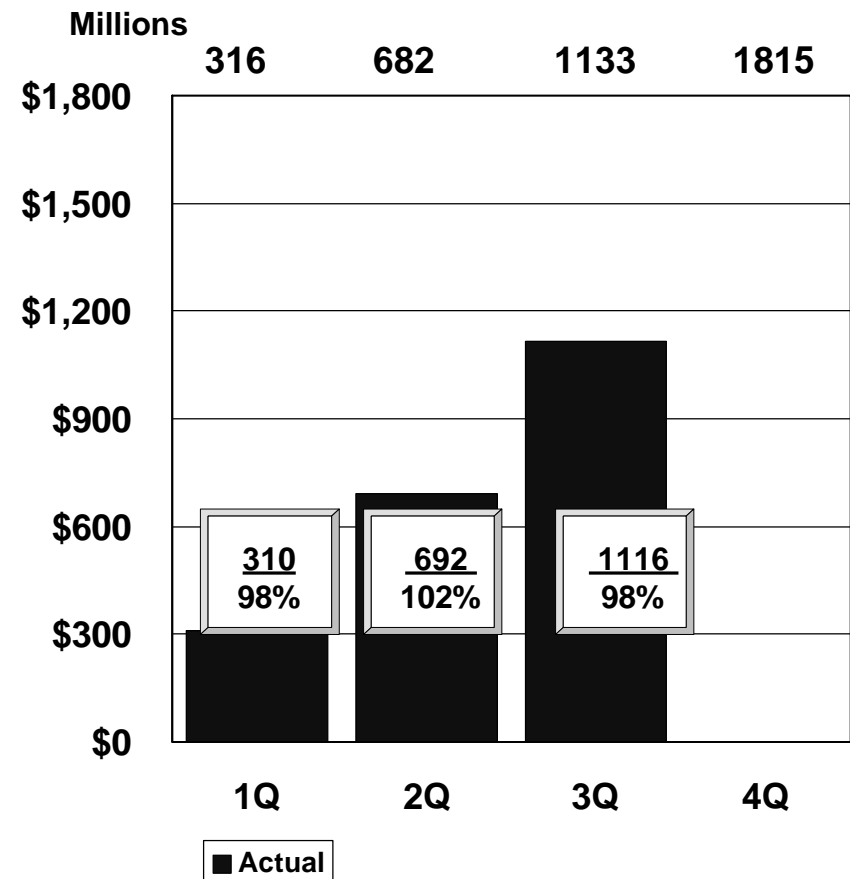
FY 97 Operation & Maintenance, General, Expenditures

*Program Trends
End of FY Results*



CW03 FY 97 schedule: Complete 100% (\$1815M).

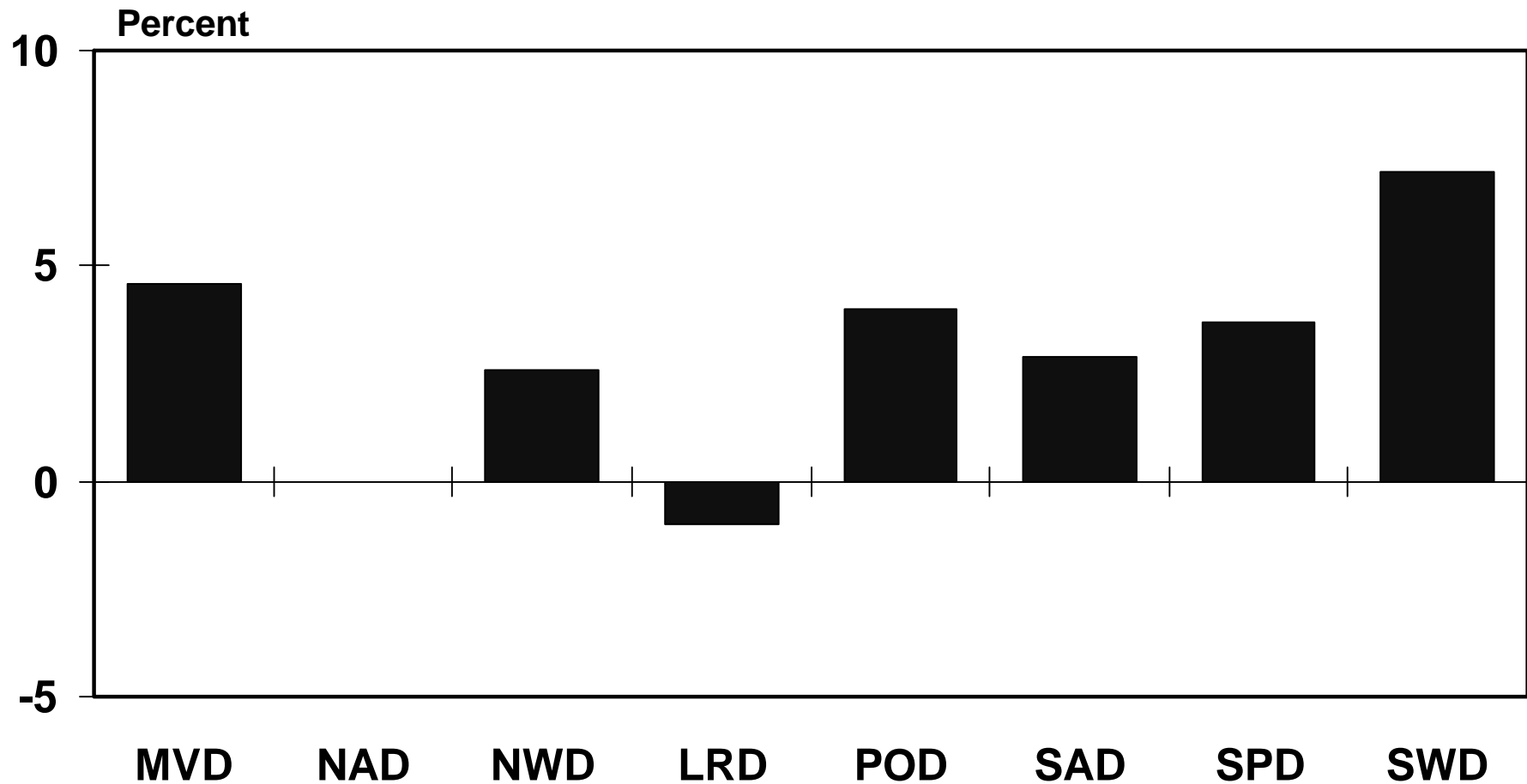
*FY97 Quarterly Schedule
and Actual Performance*



Year-end Goal: Complete 96% (\$1734M) of the available program (\$1807M).

3Q FY 97 Operation & Maintenance, General Expenditures

Actual Expenditures - %Variation from Goal



CW03

■ % Variance from Goal

FY 97 Operation & Maintenance General (O&M, G) Execution

PROGRAM GOAL, OBJECTIVES AND RATING CRITERIA : Effective and efficient utilization of resources consistent with Congressional actions and Administration policy to operate, maintain and repair water resources projects for which the Corps is responsible. The objective is to expend at least 96 percent of available O&M funds on authorized and justified work by the end of the fiscal year. A green rating would be within 2 percent of the goal or 94 percent. Amber shows performance between 90 and 94 percent and red is less than 90 percent

3QFY97 RESULTS: Total actual O&M expenditures through the third quarter of FY 1997 were \$1,115,571.million , or slightly over 2.5 percent greater than the goal for the quarter -- resulting in a green rating.

CURRENT YEAR RESOURCES: FY 1997 Appropriation: \$1697 million, plus \$19 million supplemental for Hurricane Fran, plus \$150 supplemental for Northwest, Gulf, and upper Mississippi Valley floods, plus FY 1996 unexpended carryover (96x3123) \$91 million equals \$1,957 million.

IMPACT STATEMENT: Full use of the available O&M funds allows more flexibility to meet unanticipated requirements. Reprogramming actions are limited to the use of funds made available through normal savings and slippages which occur from changed site conditions, favorable contract bids or delayed contract earnings. Adjustments are permitted only to accomplish justified maintenance that is necessary due to emergency, funded work slipped from prior years or work moved ahead from approved budget for FY 1998.

ANALYSIS AND CORRECTIVE ACTION: All of the 8 MSC's, as organized beginning 1 April 1997, were rated green with an aggregate expenditure, including Labs and FOA's, of \$1,115,571 million, 98.5% of total scheduled expenditures. This reflects overall exceptional performance during a period of MSC restructuring and large and small contract awards which were frozen, Corps-wide, in April and May pending enactment of emergency supplemental appropriations. The outlook for year-end performance is about 93 to 94 percent with plans to apply unexpended balances to finance unbudgeted needs in FY 1998.

AS OF 30 Jun 97

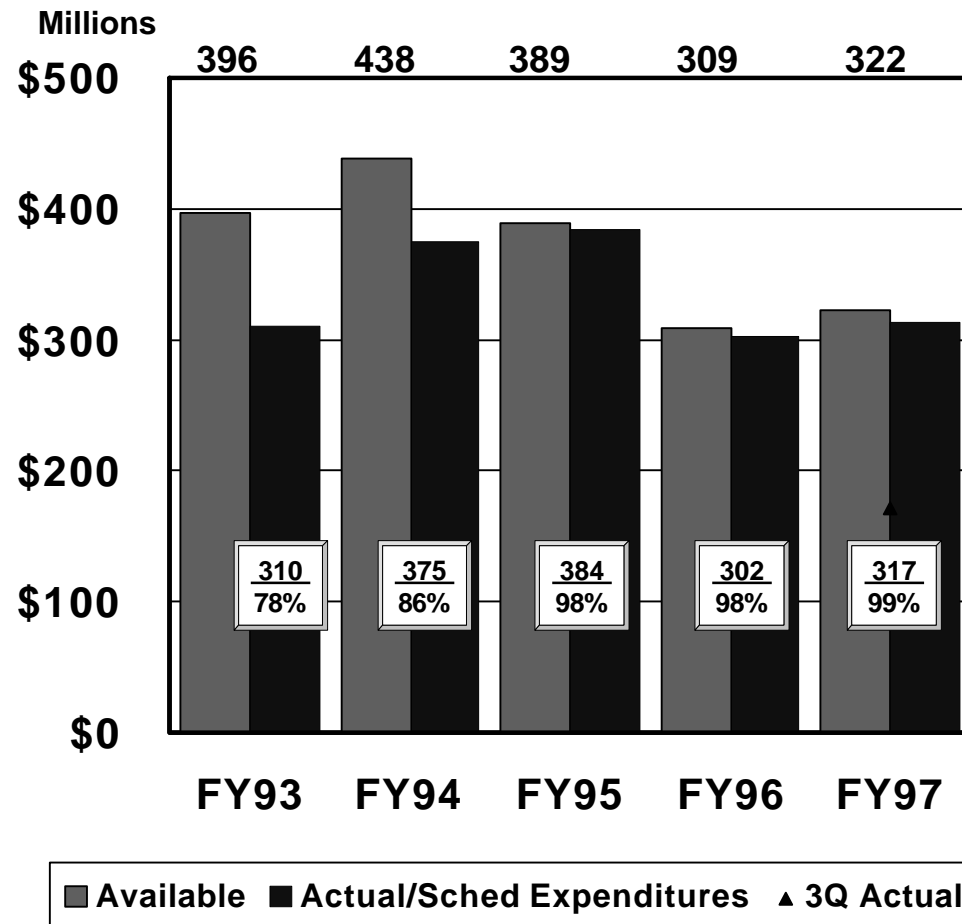
POC: Joseph Bittner, 202-761-0799

ASSESSMENT: GREEN

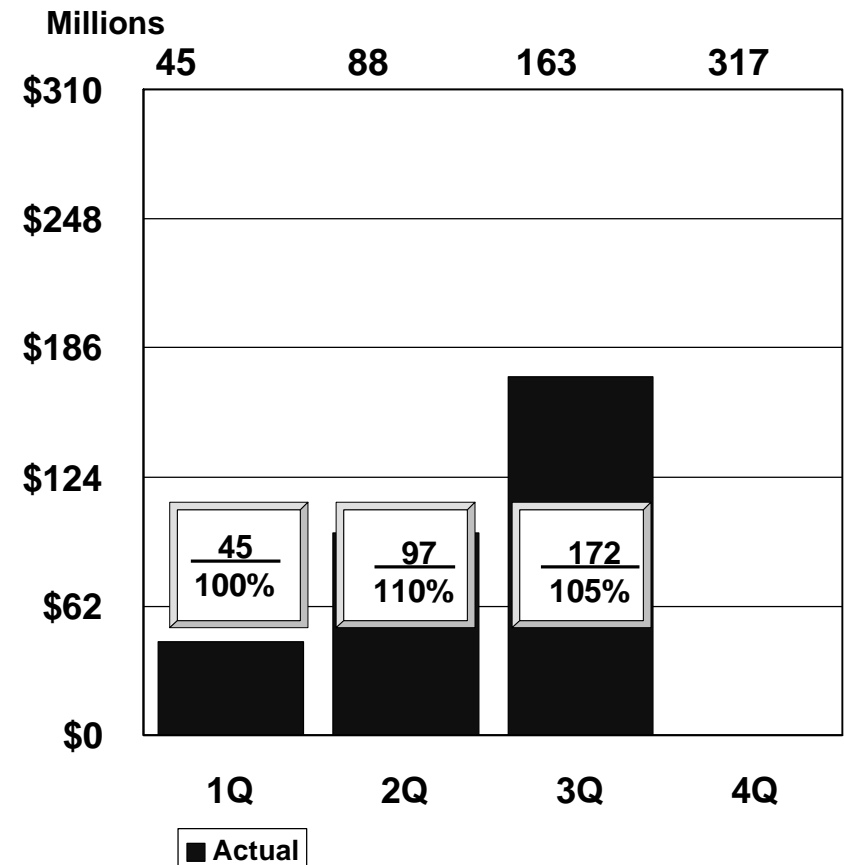
CW03

FY 97 Flood Control, MR&T, Expenditures

*Program Trends
End of FY Results*



*FY97 Quarterly Schedule
and Actual Performance*



Goal: Complete 95% (\$301M) of the scheduled program (\$317M).

CW04

FY 97 schedule: Complete 99% (\$317M).

FY 97 Mississippi River & Tributaries Execution

PROGRAM GOAL: Wisely expend scheduled dollars to meet stated goals for authorized MR&T activities.

CURRENT YEAR OBJECTIVES: Expend MR&T funds at a composite rate of at least 95% of the stated goals and component rates of 95% for surveys; 95% for Construction and 96% for O&M.

END OF YEAR PREDICTION: With the supplemental, may exceed 100% overall.

CURRENT YEAR RESOURCES: \$322 M plus \$20M supplemental

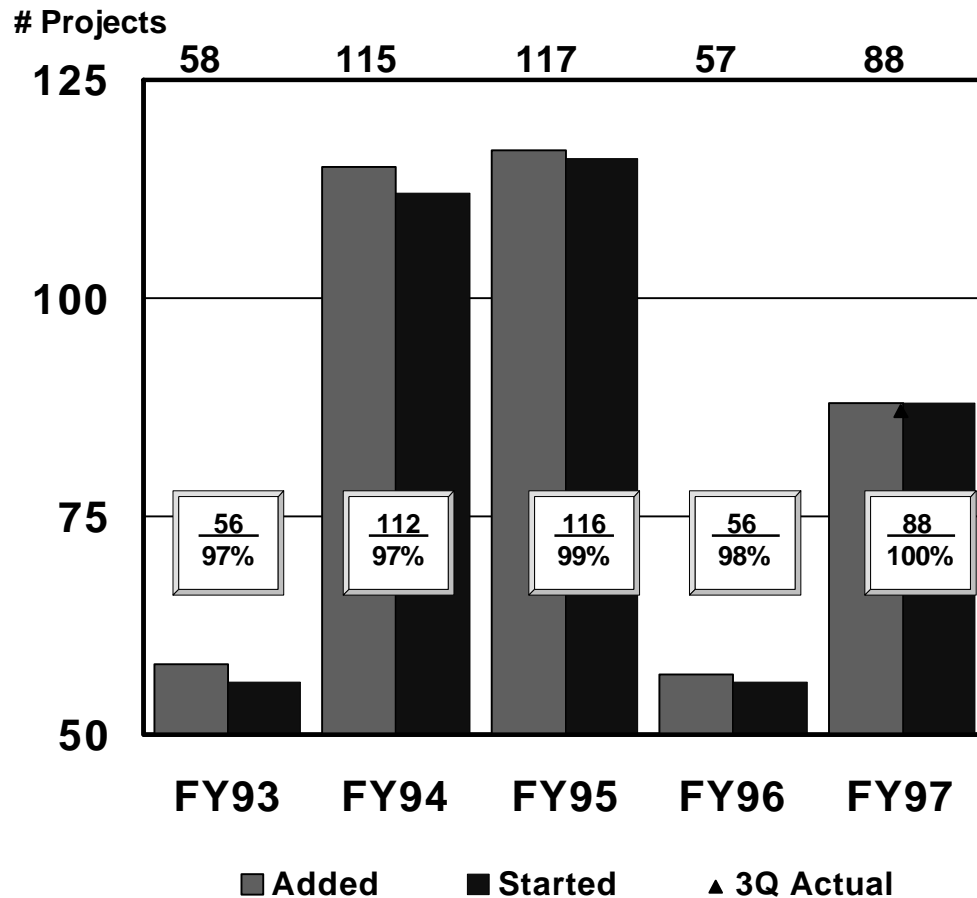
IMPACT ASSESSMENT: None

ANALYSIS AND CORRECTIVE ACTION: Over all program executed in an outstanding manner, no corrective action required.

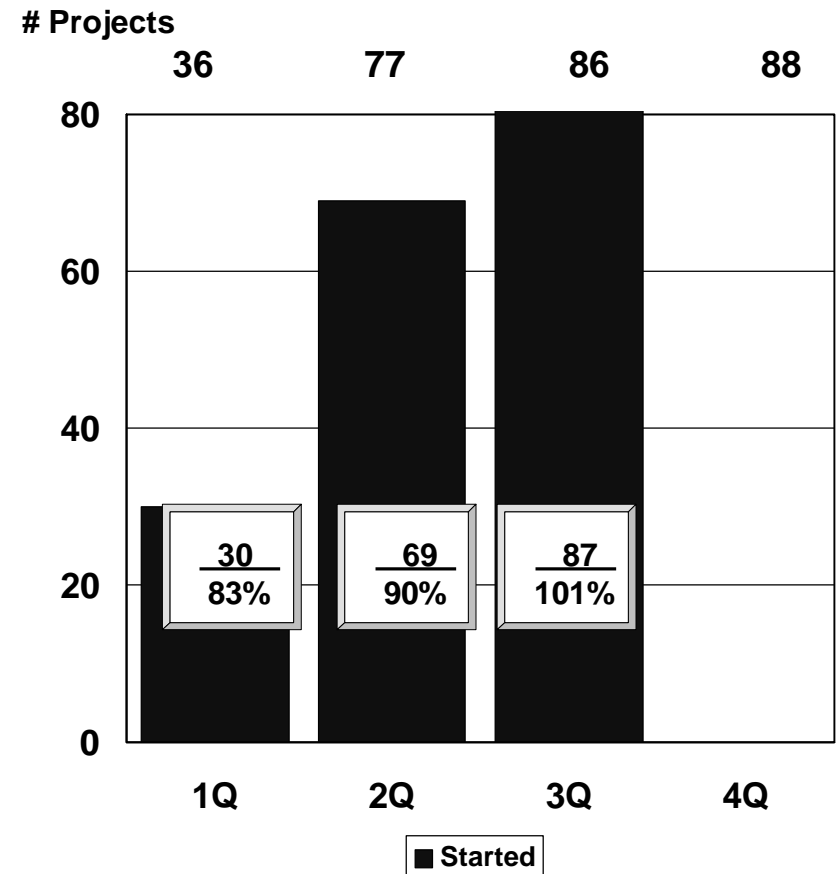
AS OF: 30 Jun 97 POC: D. Ohnstad, CECW-BC (761-0498) ASSESSMENT: Green

Congressional Adds of Projects Not In The President's Budget

*Program Trends
Started or Added*



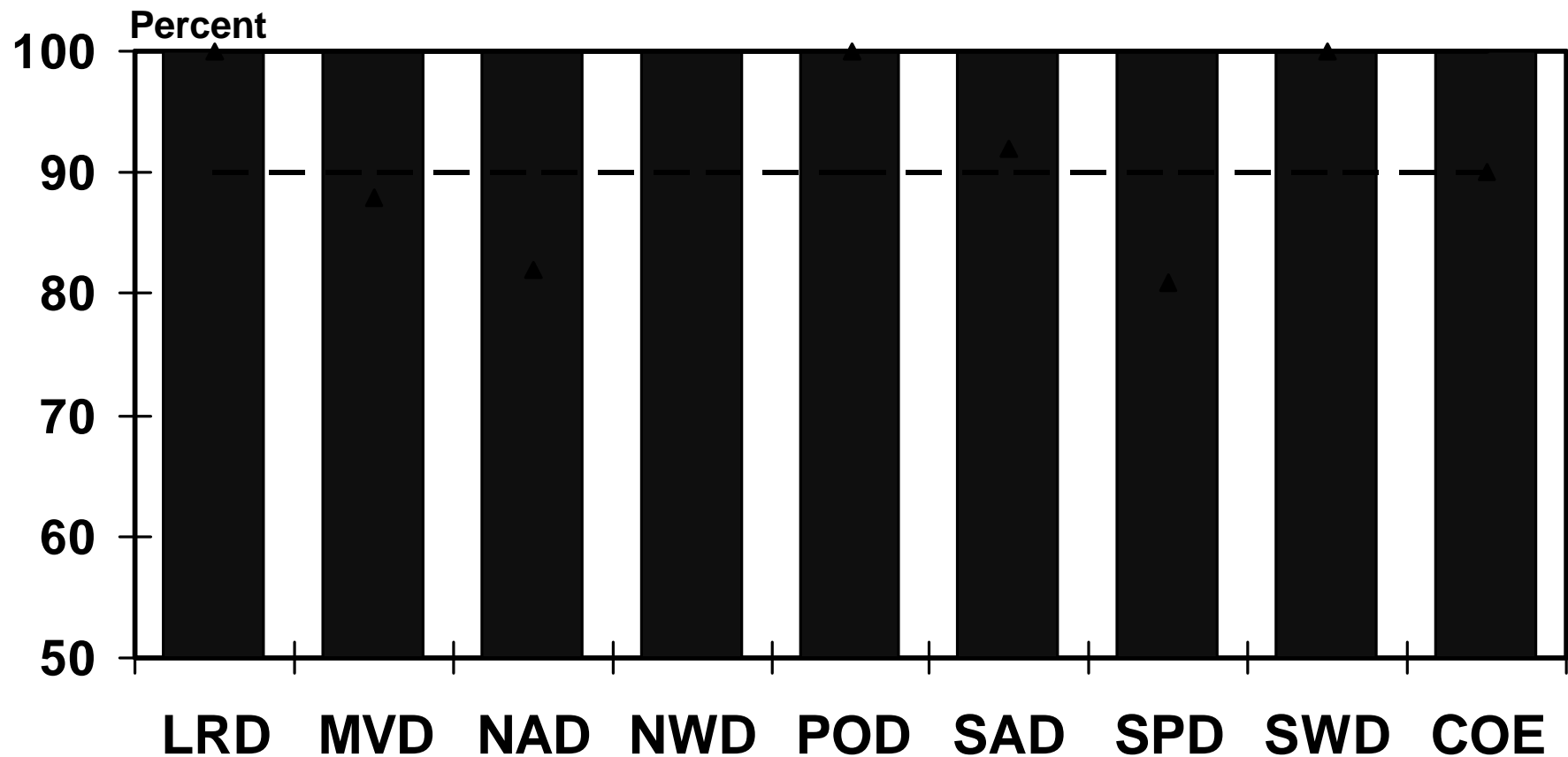
*FY97 Projects Started
Annual Goal & Quarterly Performance*



Goal: Start all new Congressional Adds (100%)

FY 97 Congressional Adds (New)

Status as of 3Q FY 97
Started vs. Scheduled



■ 3Q97 ▲ Prior Qtr - - - Acceptable — Goal

FY 97 Congressional Adds (New)

PROGRAM GOAL: To comply with Congressional intent by scheduling and starting all Congressional Adds in the fiscal year they are added.

CURRENT YEAR OBJECTIVES: Schedule and start all new Congressional Adds.

END OF YEAR PREDICTION: To schedule and start all 88 new Congressional Adds.

IMPACT ASSESSMENT: Starting Congressional Adds in the fiscal year they are added reflects our responsiveness to the directions of Congress in their efforts to address specific water requirements.

ANALYSIS AND CORRECTIVE ACTION: 87 (101%) of the 86 Congressional Adds scheduled to start in the 3rd quarter have started. NWD received no new adds this year. Only one remaining new congressional add is left to begin this FY.

AS OF: 30 June 1997

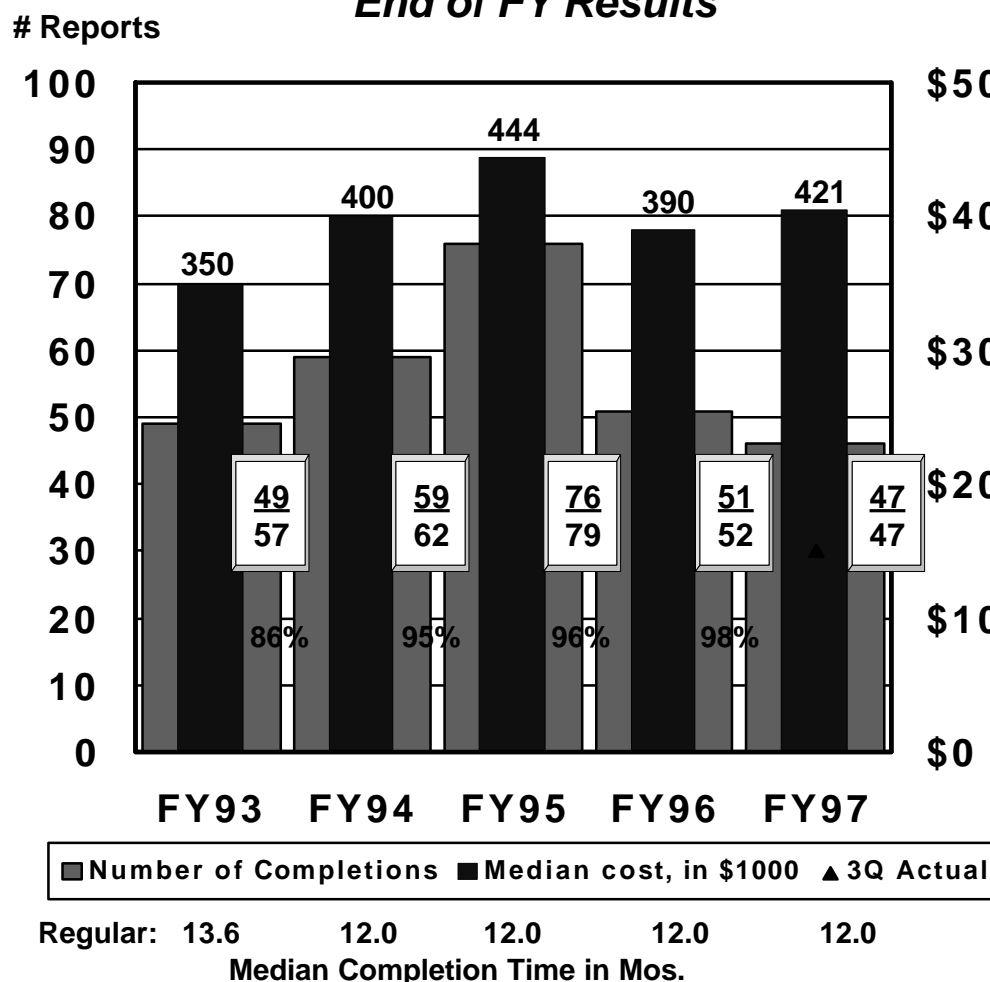
POC: Wanda P. Cook

ASSESSMENT: GREEN

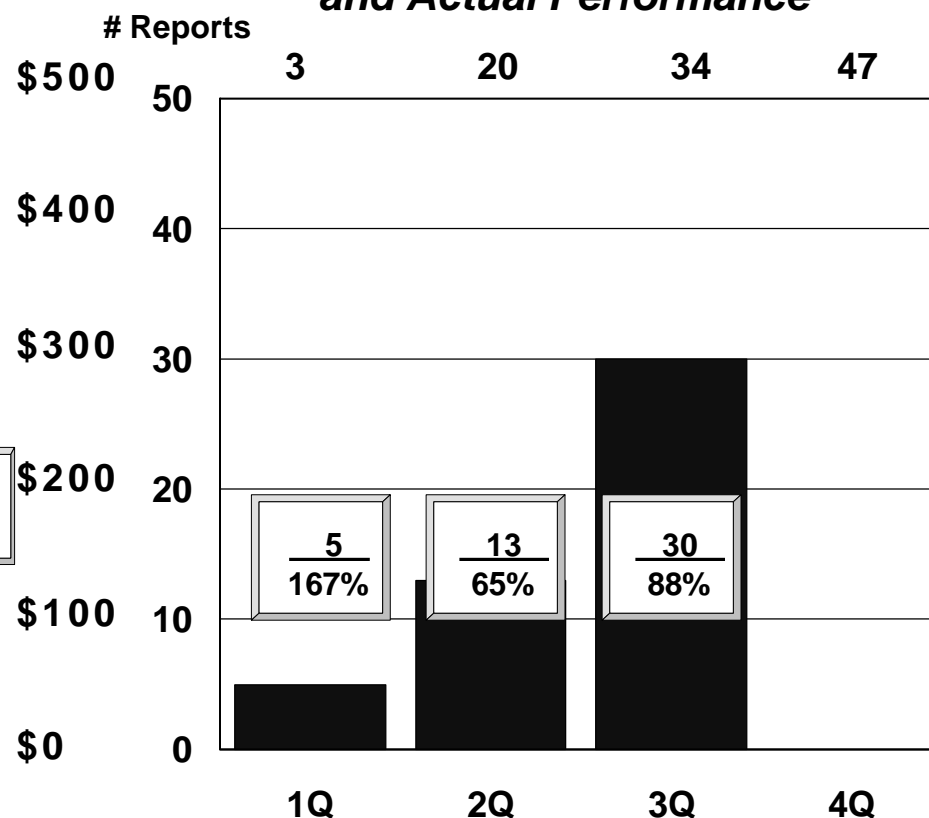
Survey Investigations

Regular - Reconnaissance Studies

*Program Trends
End of FY Results*



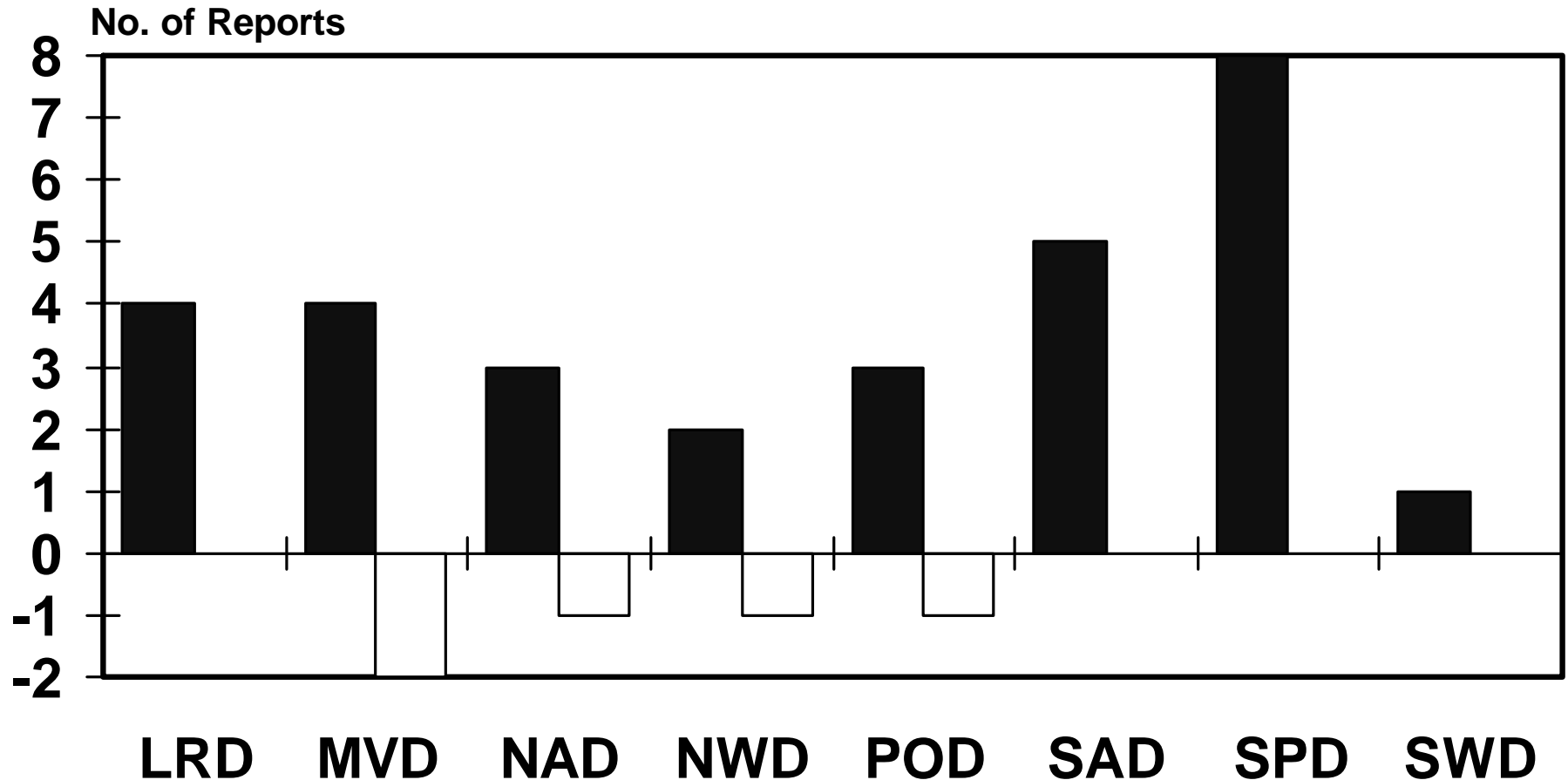
*FY97 Quarterly Schedule
and Actual Performance*



Program Performance Goal: Complete 42 of 47 Scheduled Reconnaissance Completions (90%) within the legislative time limits of 12-18 months for regular studies.

Regular Reconnaissance Studies

Division Performance on Completions, Year to Date



■ Completed □ Slipped (Outside Current Quarter)

Regular Reconnaissance Studies

Division Performance on Completions, Year to Date

PROGRAM GOAL: Meet scheduled number of completions in 12, but not more than 18 months.

CURRENT YEAR OBJECTIVES: Complete 47 studies. (Green > or = 90% completed, Amber < 90%, but > or = 80% completed, Red < 80% completed)

END OF YEAR PREDICTION: Green

CURRENT YEAR RESOURCES: 55 studies underway, and 87 prior completions under review or FCSA not executed.

IMPACT ASSESSMENT: None

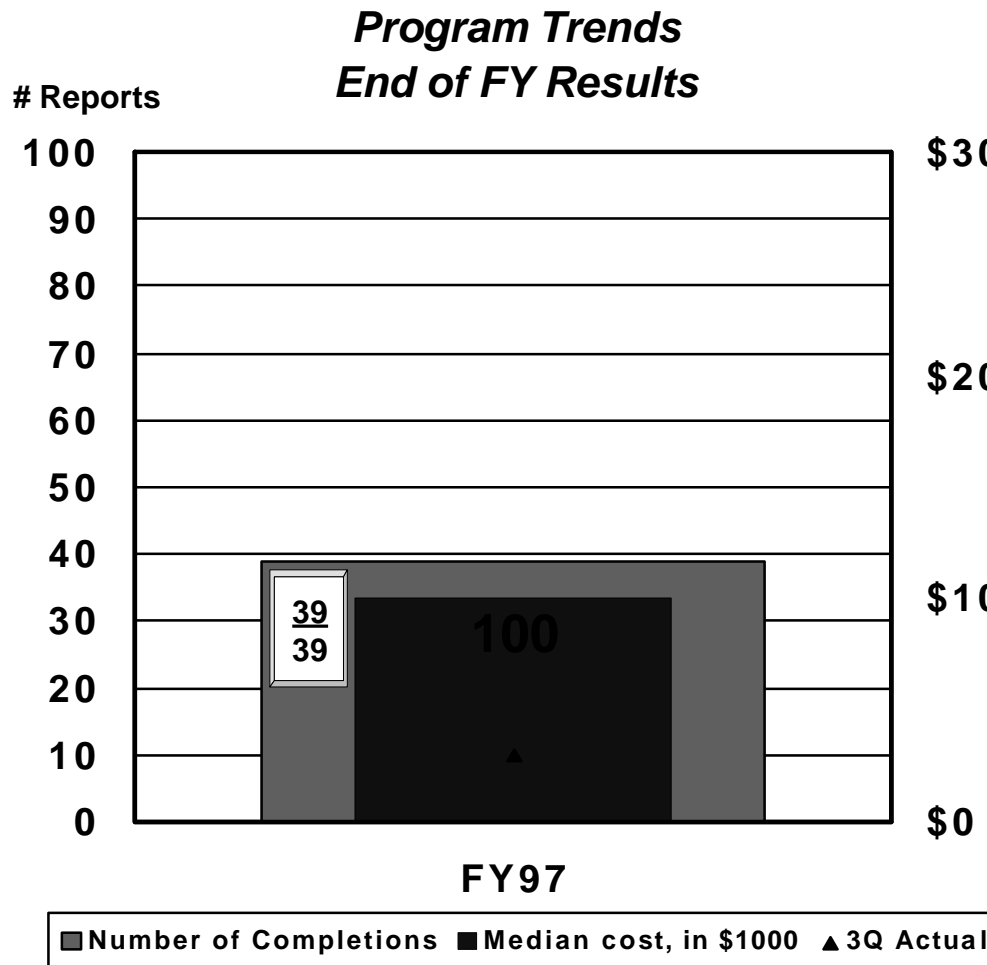
ANALYSIS AND CORRECTIVE ACTION: LRD, SAD, SPD, and SWD completed 100% of scheduled studies. MVD, NAD, NWD, and POD completed less than 80% of scheduled studies. Overall 86% of scheduled studies completed.

AS OF: 30 Jun 97 POC: CECW-PM, R. Smith, 202-761-1976 ASSESSMENT: Amber

CW06B

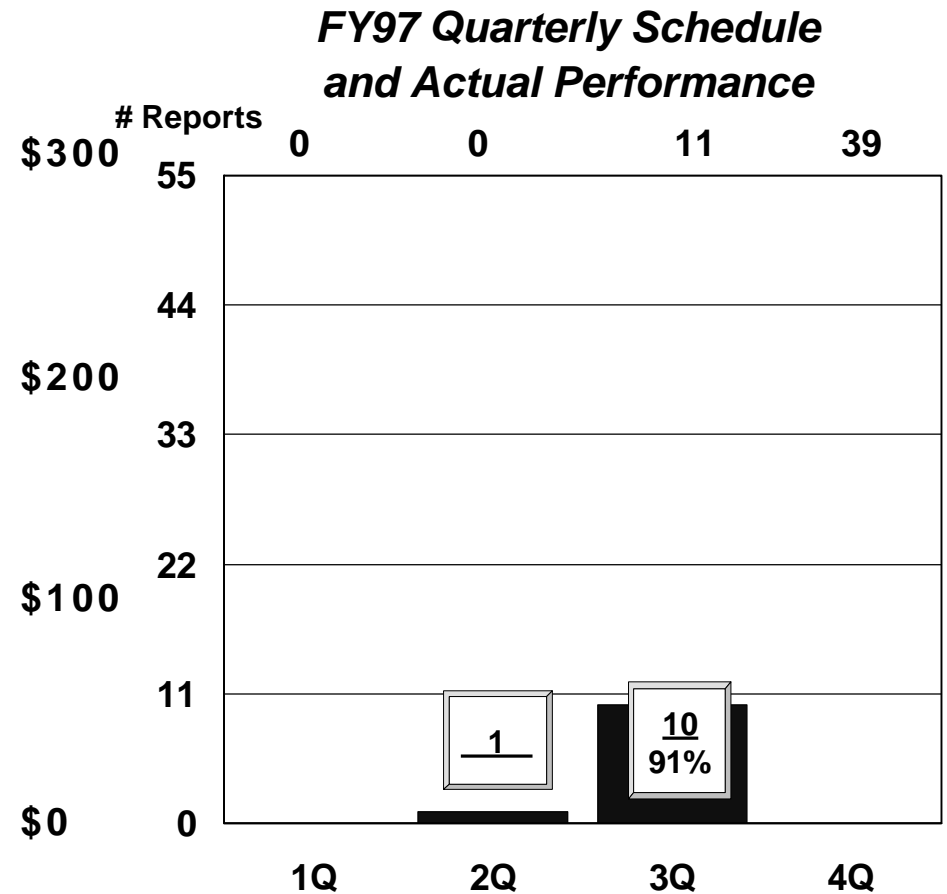
Survey Investigations

Expedited - Reconnaissance Studies



Expedited: 5.8
Median Completion Time in Mos.

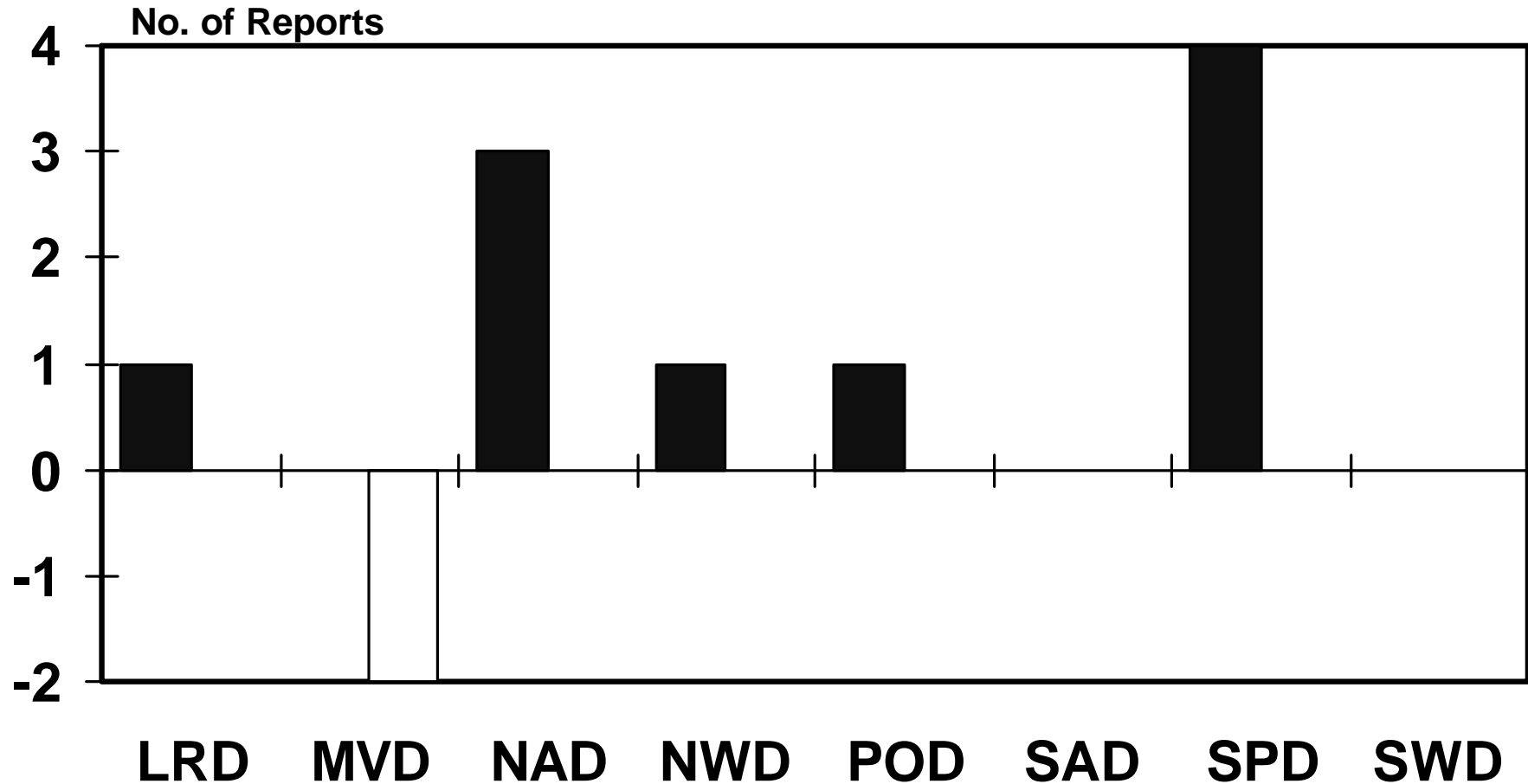
CW06B



Program Performance Goal: Complete 35 of 39 Scheduled Reconnaissance Completions (90%) within 6-9 months for expedited studies.

Expedited Reconnaissance Studies

Division Performance on Completions, Year to Date



■ Completed □ Slipped (Outside Current Quarter)

Survey Investigations

Expedited Reconnaissance Studies

PROGRAM GOAL: Meet scheduled number of completions in 6 to 9 months.

CURRENT YEAR OBJECTIVES: Complete 39 studies. (Green > or = 90% completed, Amber < 90%, but > or = 80% completed, Red < 80% completed)

END OF YEAR PREDICTION: Green

CURRENT YEAR RESOURCES: 47 studies underway, and 15 scheduled to start this FY.

IMPACT ASSESSMENT: None

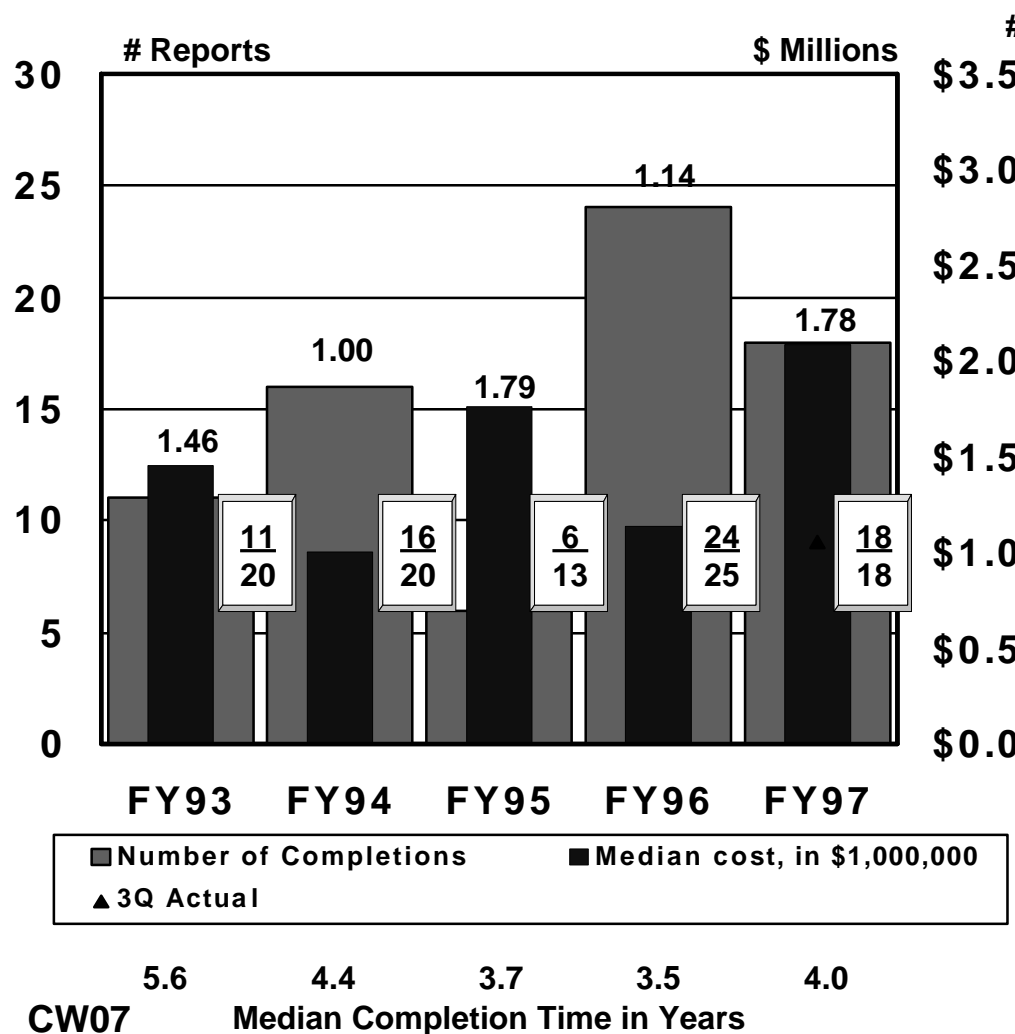
ANALYSIS AND CORRECTIVE ACTION: Five Divisions completed 100% of scheduled studies. One division missed two completion dates. Two divisions had no studies scheduled. Overall 83% completed

AS OF: 30 Jun 97 POC: CECW-PM, R. Smith, 202-761-1976 ASSESSMENT: Amber

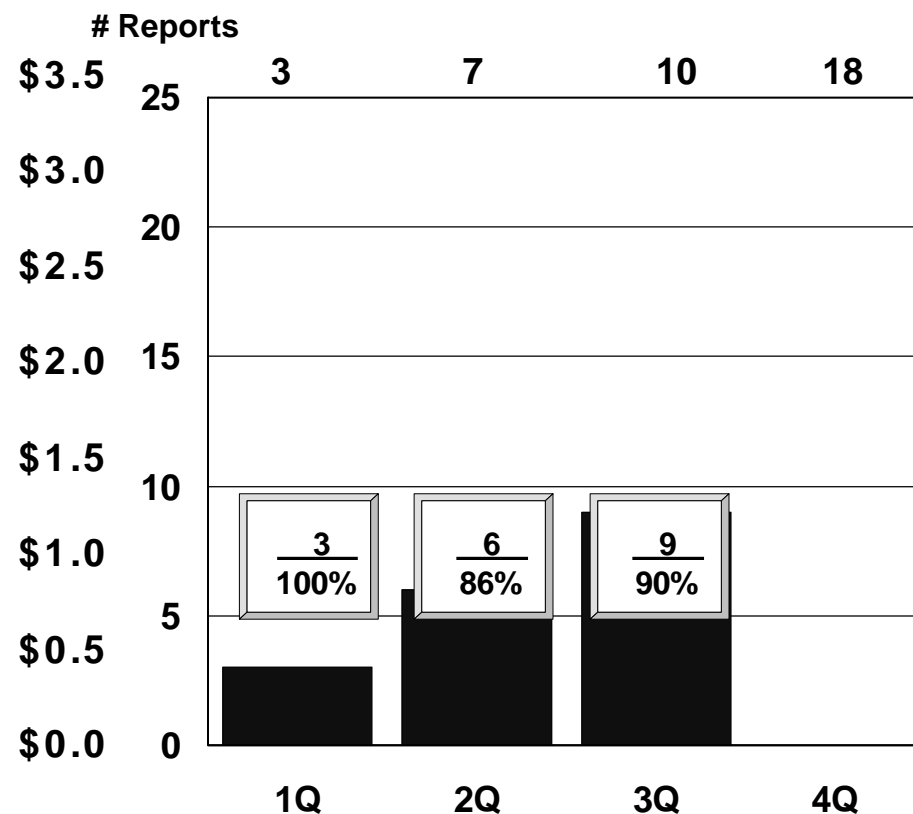
Survey Investigations

Feasibility Studies

*Program Trends
End of FY Results*



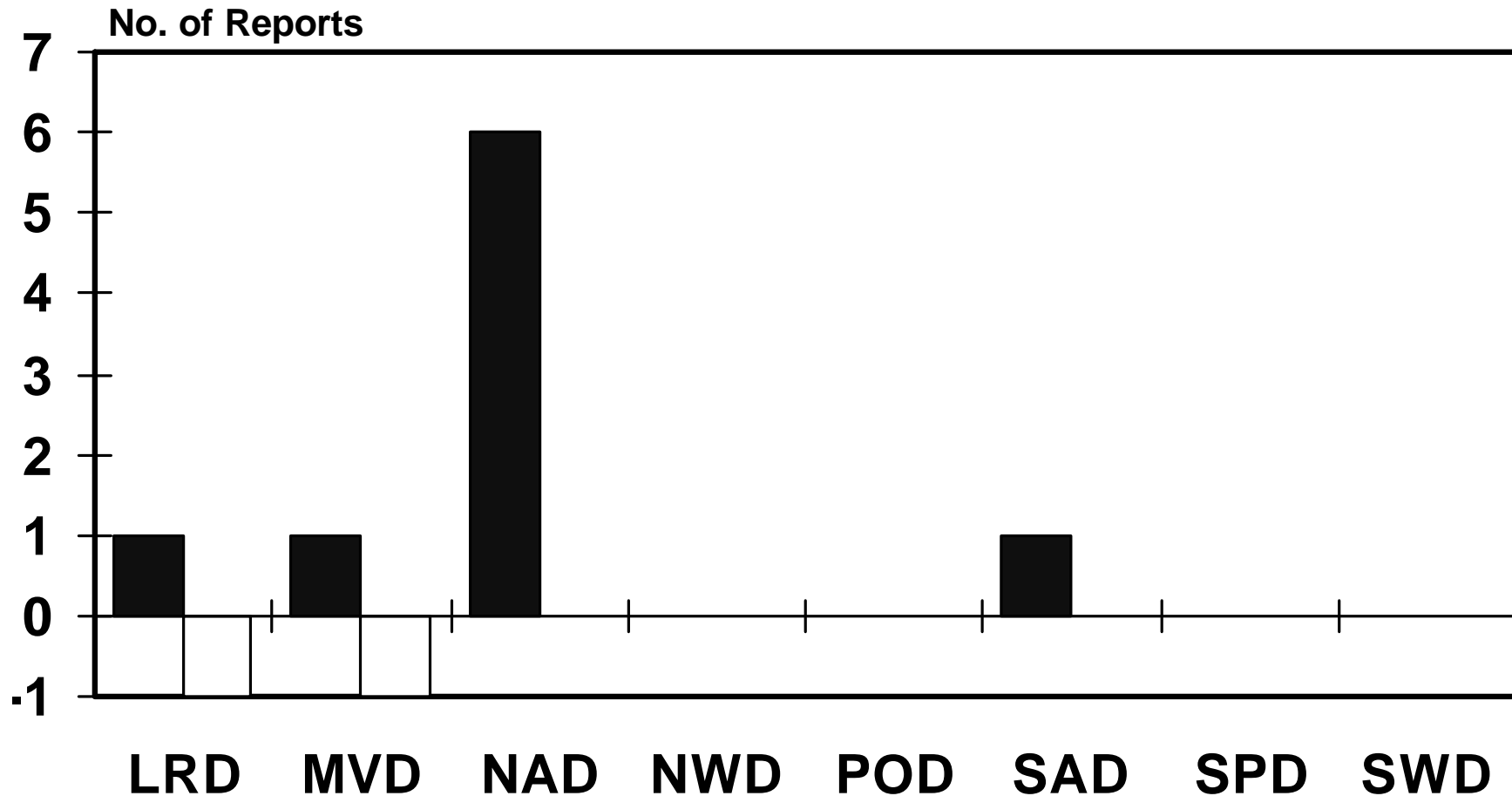
*FY97 Quarterly Schedule
and Actual Performance*



**Program Performance Goal: Complete 14 of 18
Scheduled Feasibility Completions (80%) within the
regulatory time of four years for cost shared studies.**

Feasibility Studies

Division Performance on Completions, Year to Date



■ Completed □ Slipped (Outside Current Quarter)

Feasibility Studies

Division Performance on Completions, Year to Date

PROGRAM GOAL: Meet scheduled number of completions.

CURRENT YEAR OBJECTIVES: Complete 18 reports. (Green > or = 80% completed, Amber < 80%, but project > or = 80% by year end, Red < 80% completed)

END OF YEAR PREDICTION: Green

CURRENT YEAR RESOURCES: 95 reports underway, 86 cost shared or IWW.

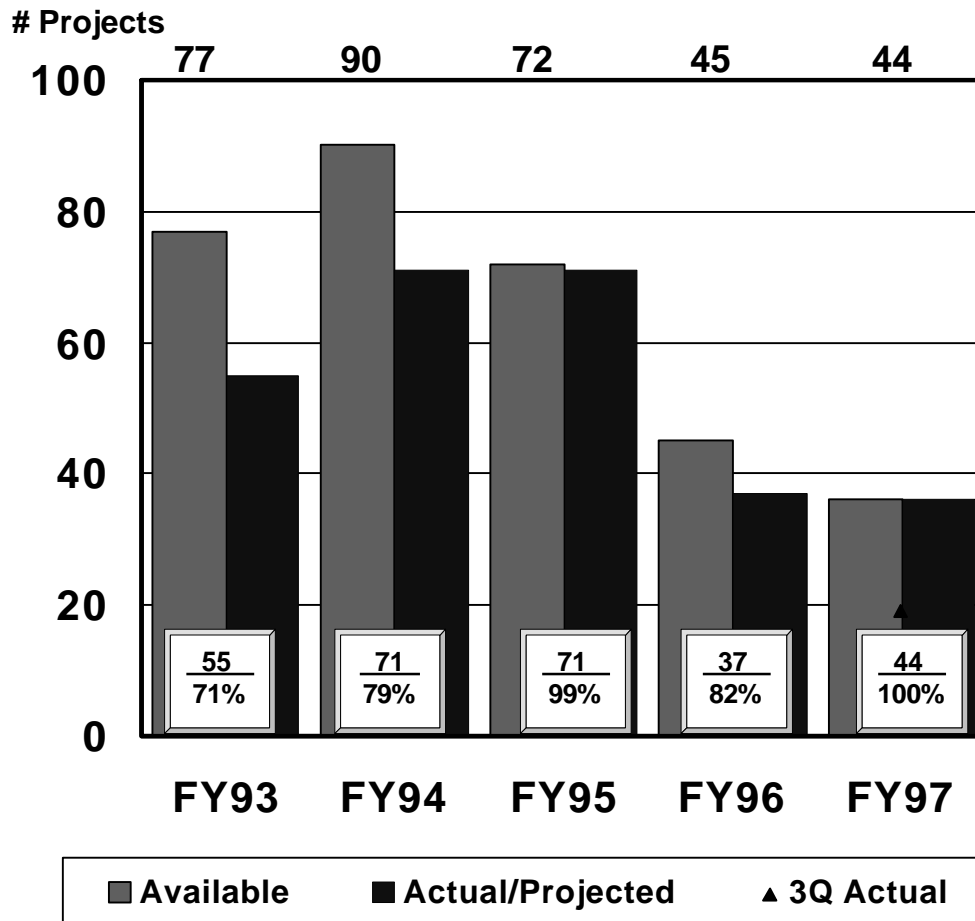
IMPACT ASSESSMENT: None

ANALYSIS AND CORRECTIVE ACTION: NAD and SAD completed 80% or more of scheduled reports. LRD and MVD completed less than 80% of scheduled studies. NWD, POD, SPD and SWD had no studies scheduled. Overall 82% of scheduled studies completed. Current schedules show completion of 80% by year end, however, one additional study slippage will put us below the 80% target.

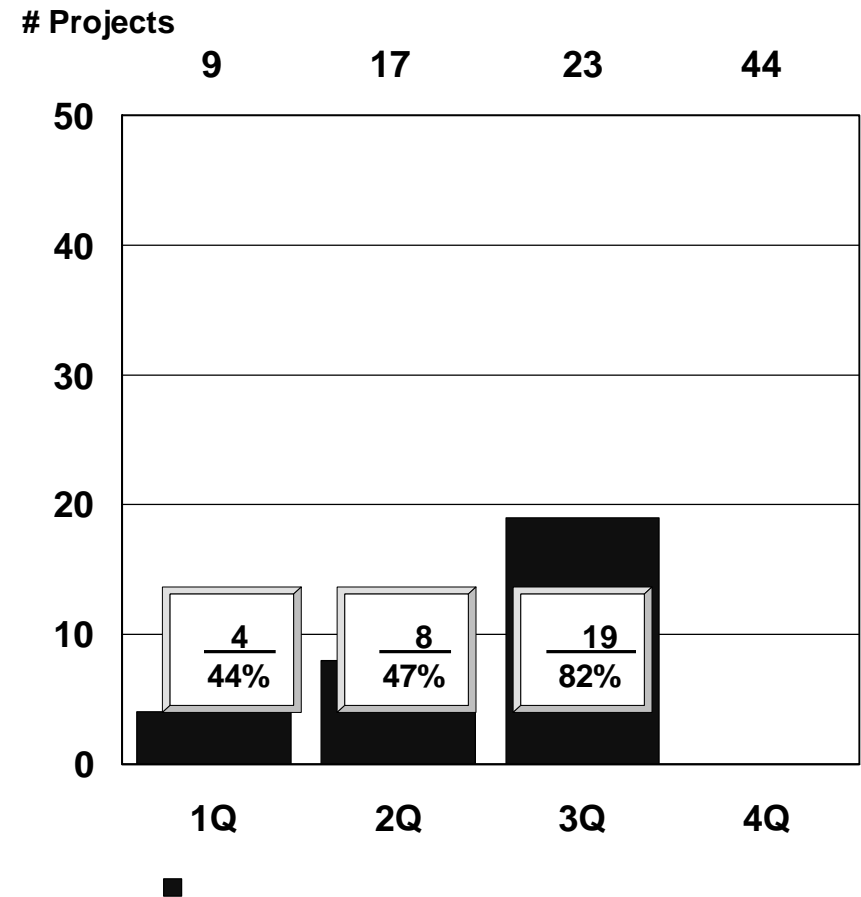
AS OF: 30 Jun 97 POC: CECW-PM, R. Smith, 202-761-1976 ASSESSMENT: Amber

Award of Continuing Authorities Construction Contracts

*Program Trends
End of FY Results*



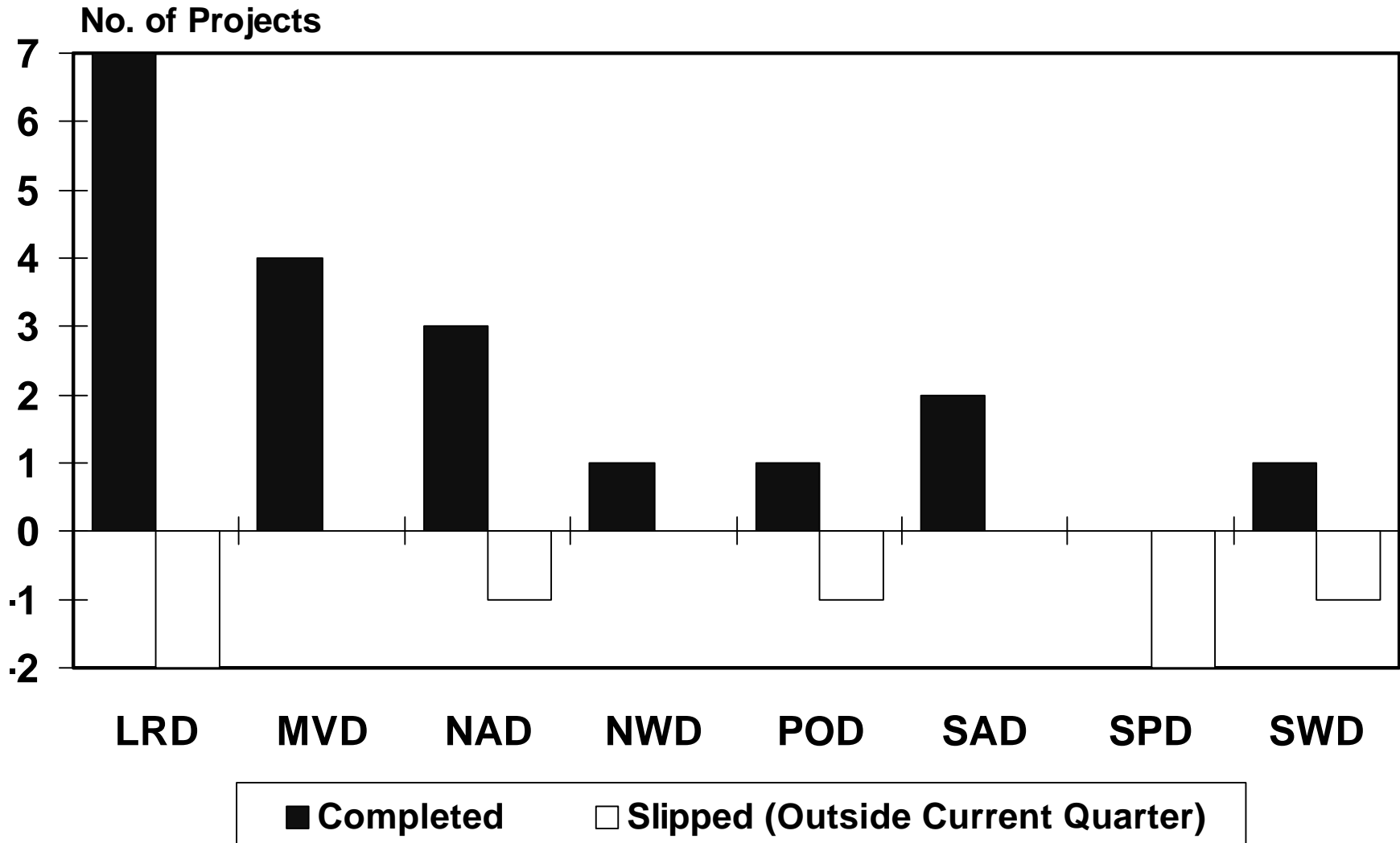
*FY97 Quarterly Schedule
and Actual Performance*



Goal: Award 36 of 44 Scheduled Awards (80%).

Continuing Authorities

Division Performance on Awards, Year to Date



Continuing Authorities

Division Performance on Awards, Year to Date

PROGRAM GOAL: Issue initial funding for construction by baseline date.

CURRENT YEAR OBJECTIVES: Issue funding for 44 projects. (Green > or = 80% completed, Amber < 80%, but project >80% completed by year end, Red < 80% completed)

END OF YEAR PREDICTION: Green

CURRENT YEAR RESOURCES: 537 projects underway from study through construction.

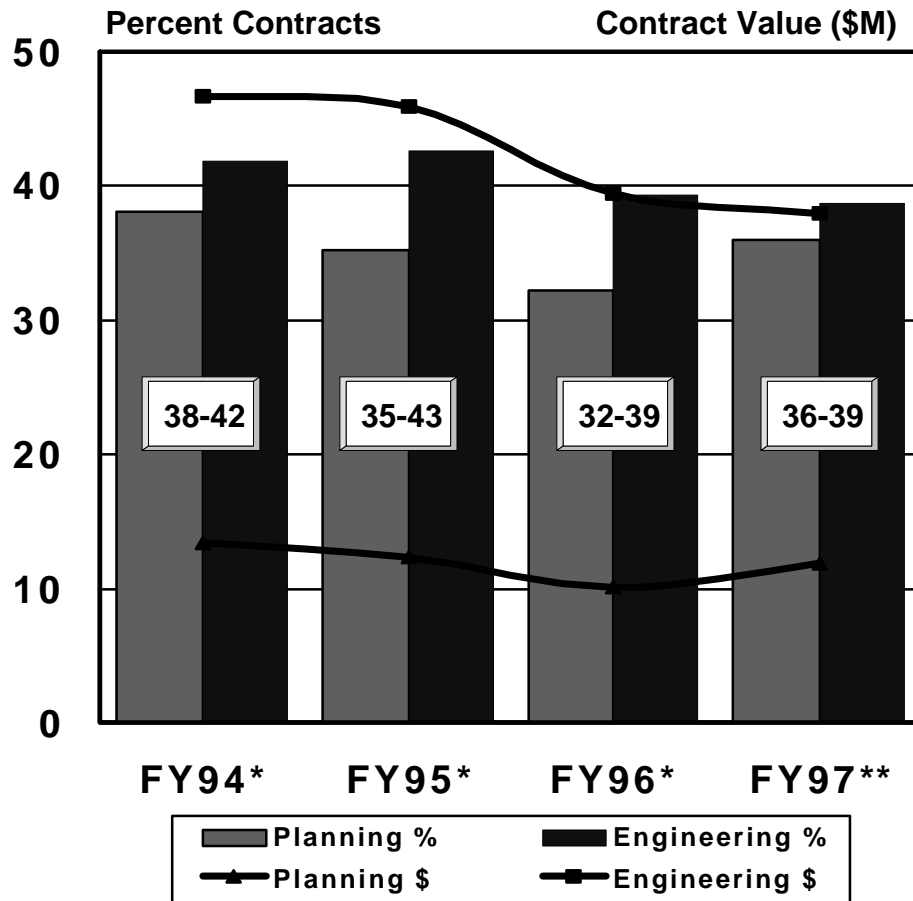
IMPACT ASSESSMENT: None

ANALYSIS AND CORRECTIVE ACTION: MVD, NWD and SAD awarded 100% of scheduled contracts. LRD, NAD, POD, SPD and SWD awarded less than 80% of scheduled contracts. Forecast indicates better than 80% by year end.

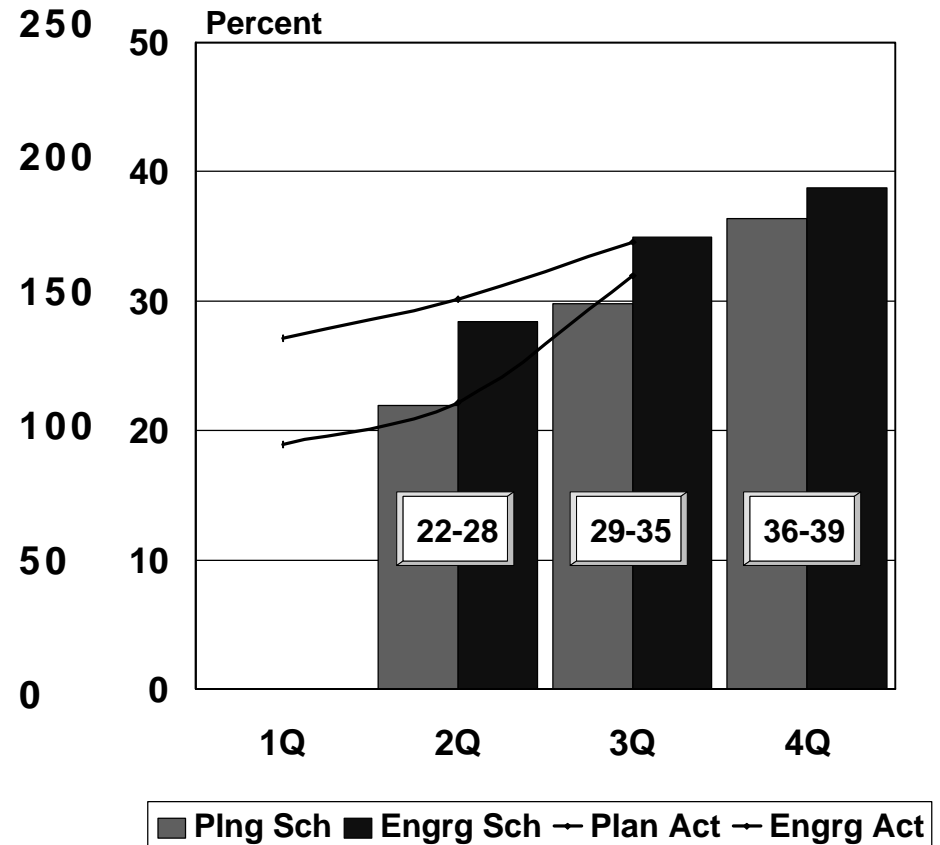
AS OF: 30 Jun 97 POC: CECW-PM, R. Smith, 202-761-1976 ASSESSMENT: Amber

Private Sector Contracting

*Program Trends
End of FY Results*

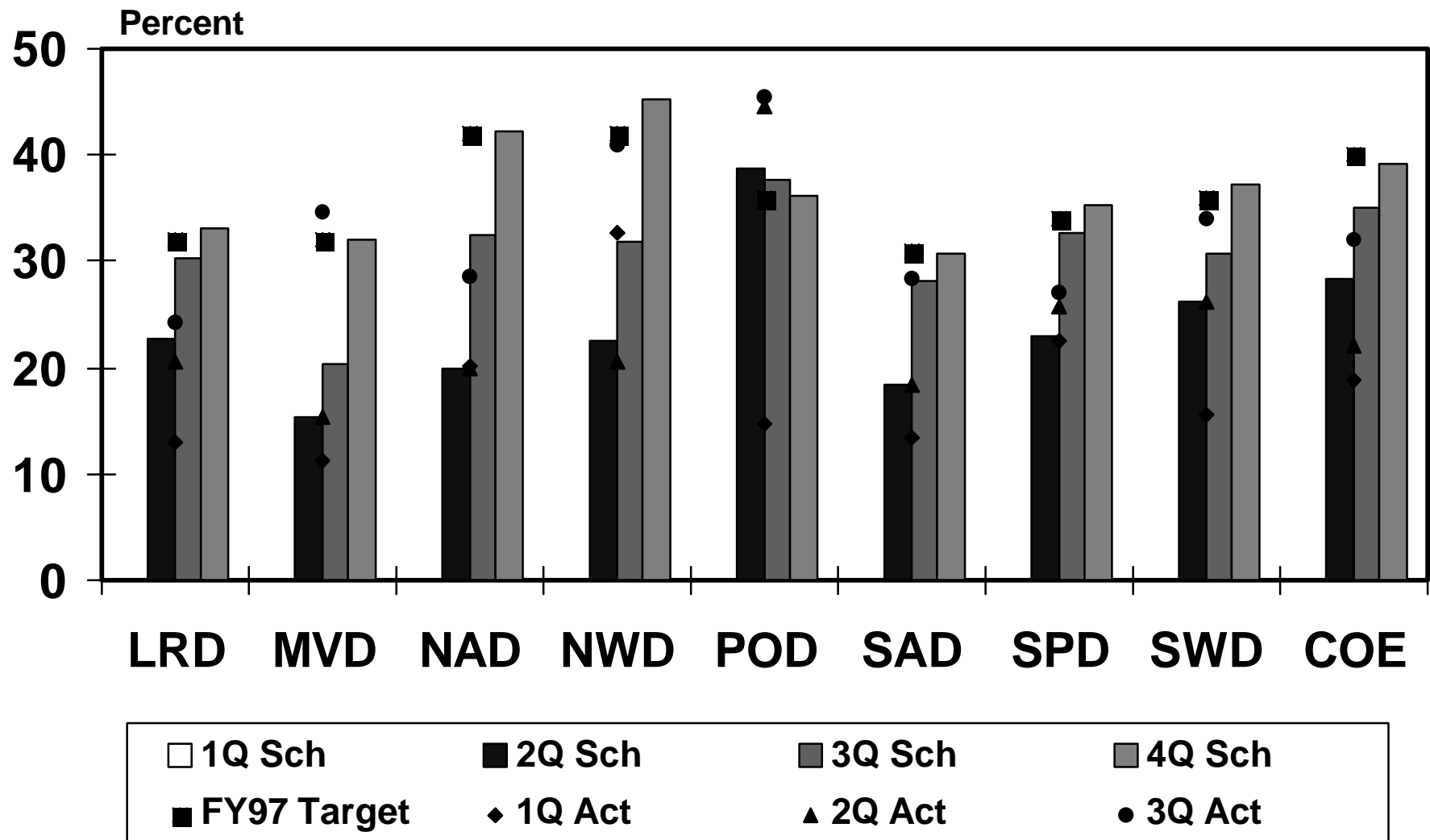


*FY97 Quarterly Schedule
and Actual Performance*



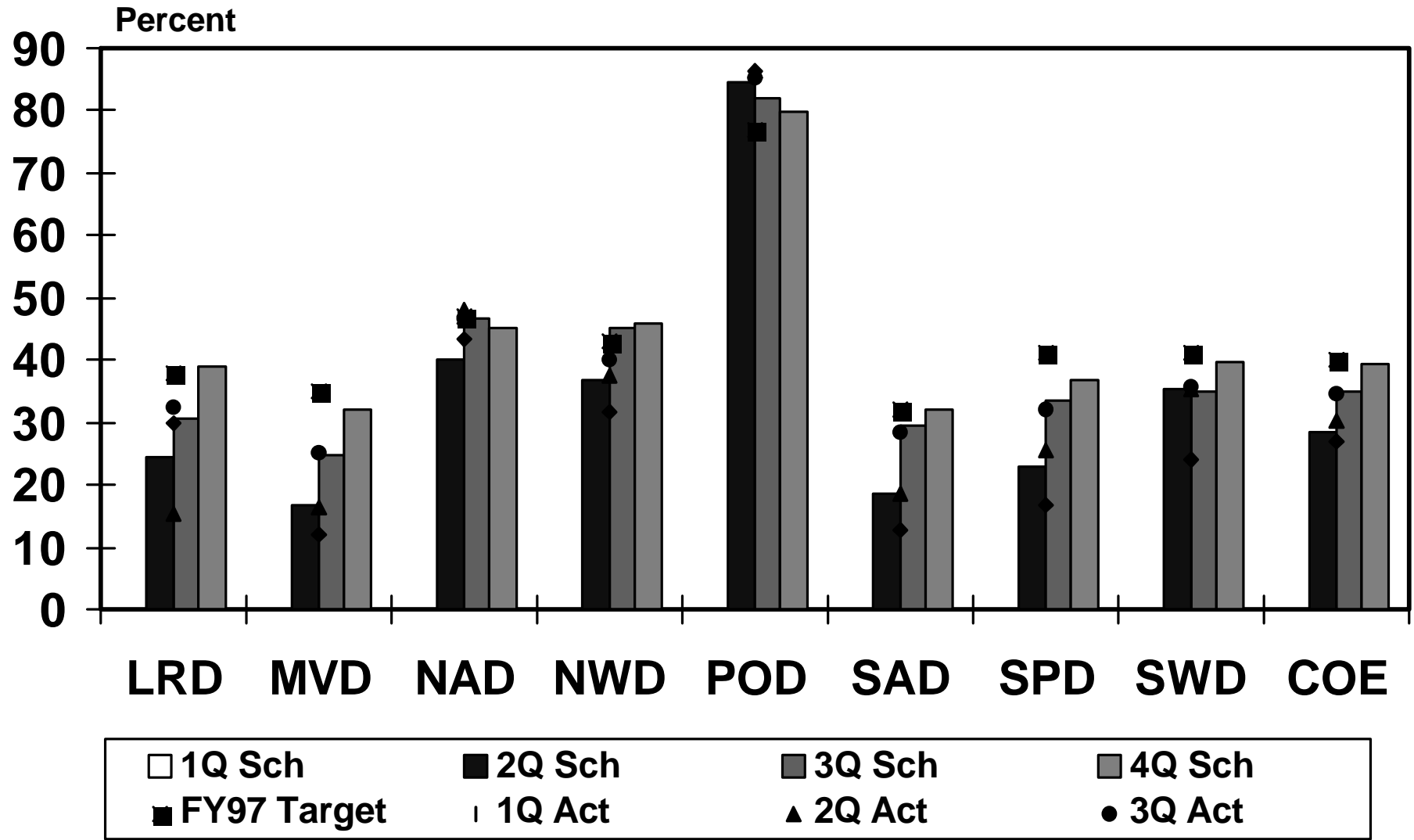
Private Sector Contracting (Civil Works)

Planning Function



Private Sector Contracting (Civil Works)

Engineering Function



Private Sector Contracting (Civil Works)

PROGRAM GOAL: To increase the level of Private Sector Contracting for Civil Works Planning, Engineering and Design, and Construction Phase Services. The programmatic goals are Planning 35% and Engineering 40%.

CURRENT YEAR OBJECTIVES (AND RATING CRITERIA): That all MSC's meet the assigned contracting goals at the end of the fiscal year. MSC's provided schedules. (Green - Meets or exceeds quarterly schedule; Amber - Not more than 5 percentage points below quarterly schedule; Red - More than 5 percentage points below quarterly schedule).

FY96 RESULTS: Planning 32.3%; Engineering 31.6%; Calculation method changed for FY97.

CURRENT YEAR RESOURCES: Project Funds

IMPACT STATEMENT: Committee language requires that contracting be increased. Failure to make the goals could result in more restrictive goals being included in future legislation.

ANALYSIS AND CORRECTIVE ACTION: For Planning three MSC's are RED at the end of the third quarter. For Engineering three MSC's are AMBER and one MSC is RED at the end of the third quarter. Continued MSC command emphasis is required to recover the schedule. The overall analysis for year end is PLANNING - Green - 35% and ENGINEERING - Red - 37%

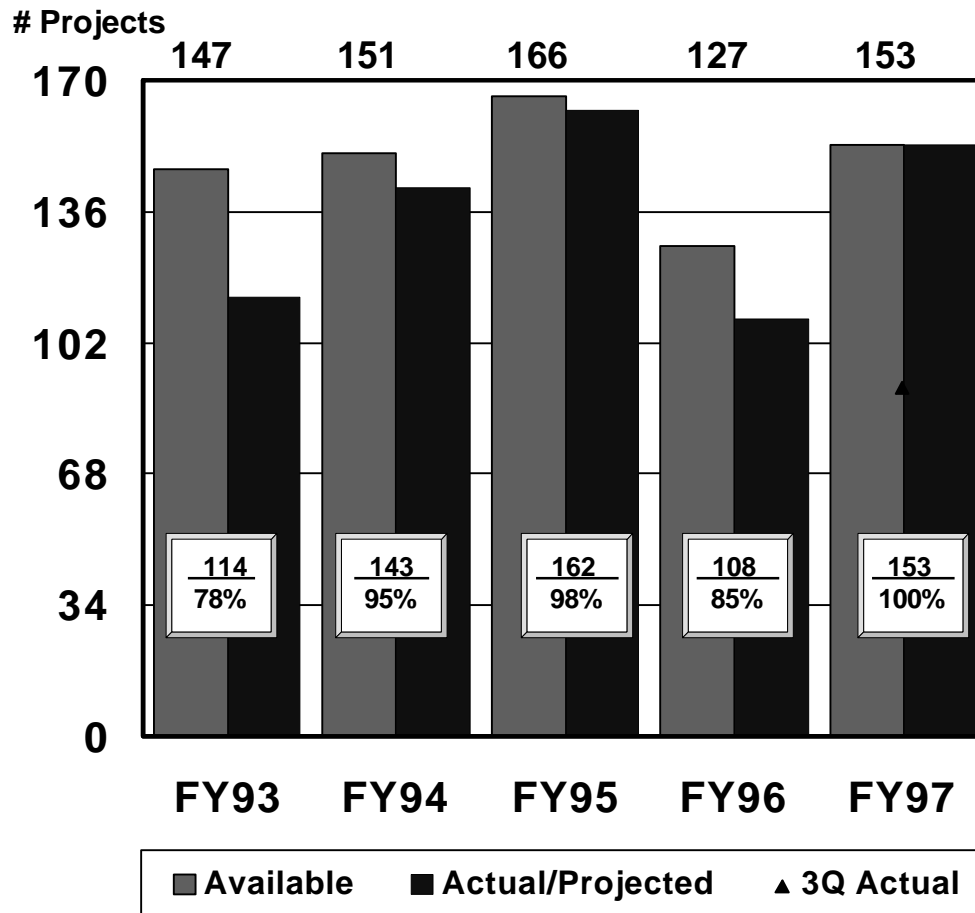
AS OF DATE: 18 July 1997

POC: Charles Pearre / Susan Turek

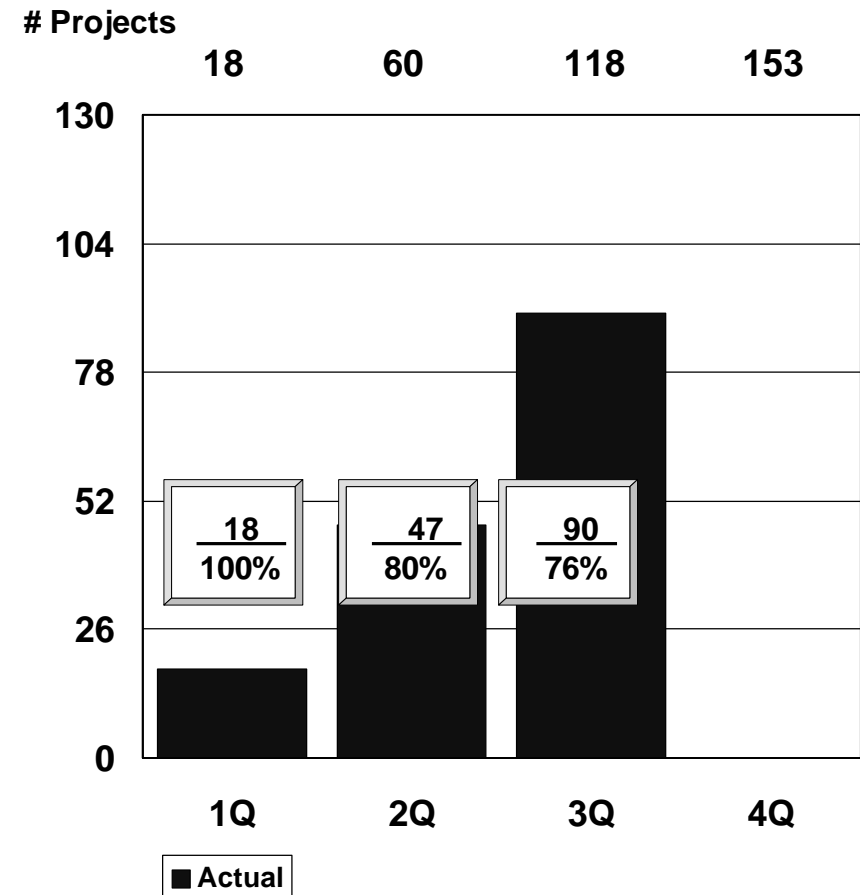
ASSESSMENT: RED

Design Completion for Construction Contracts*

*Program Trends
End of FY Results*



*FY97 Quarterly Schedule
and Actual Performance*

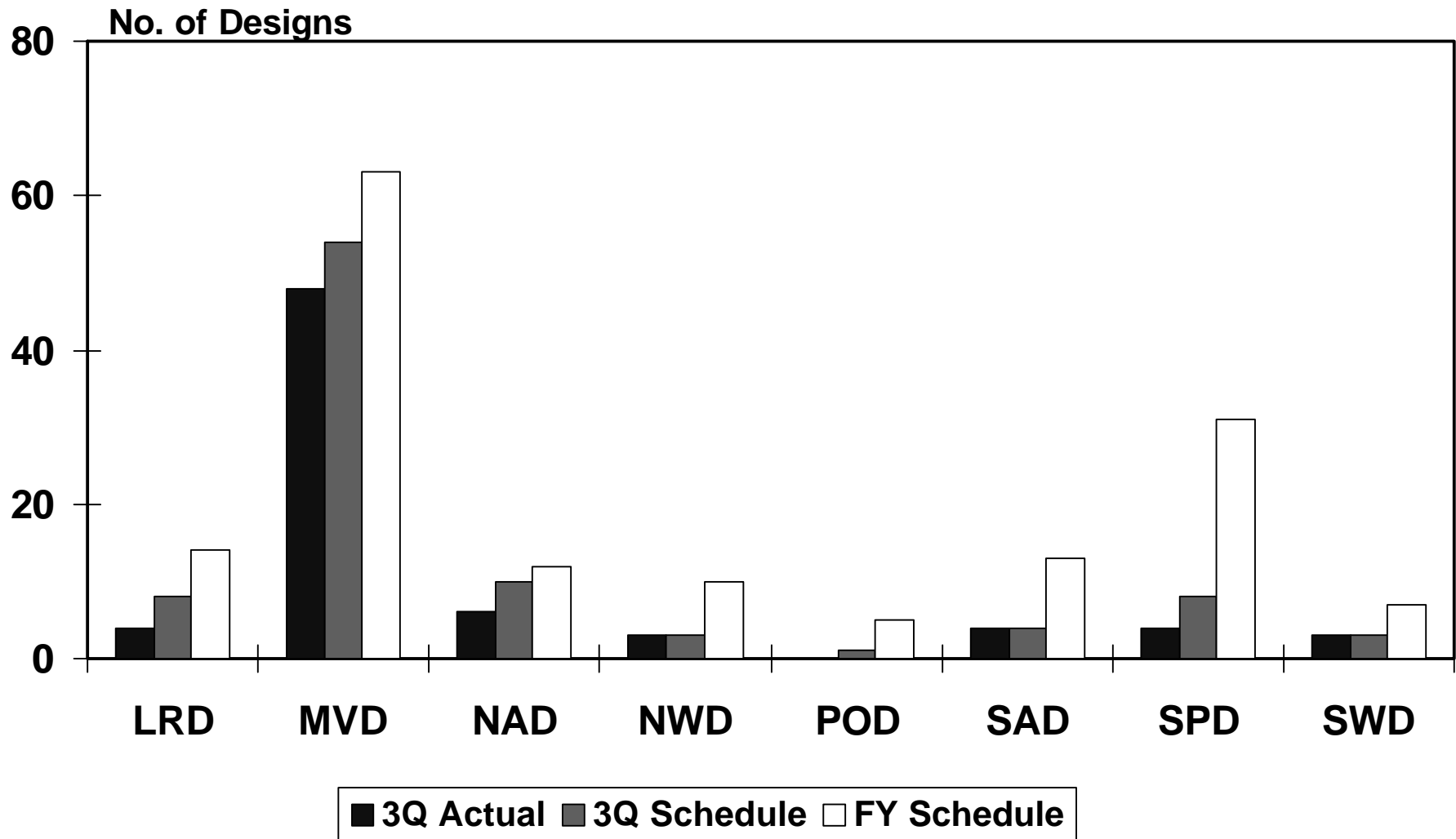


*Performance measures applies to design of CG and MR&T projects with estimated construction costs ≤ \$1 million.

CW011

Goal: Complete 137 of 153 Scheduled Designs (90%).

Design Completion for CG and MR&T Construction Contracts



Design Completion for CG and MR&T Construction Contracts

Division Performance

PROGRAM GOAL: To complete 90% of the 154 scheduled designs.

CURRENT YEAR OBJECTIVES: To complete 138 of the 154 scheduled designs (\$1.3B construction).

END OF YEAR PREDICTION: Based on a 4 year historical trend FY97 prediction is 108 completions (70% of scheduled program). Continue substantially below 90% goal.

CURRENT YEAR RESOURCES:

IMPACT ASSESSMENT: Large FY98 construction program may be at risk due to delays.

ANALYSIS AND CORRECTIVE ACTION:

- * Execution through 3rd qtr is 80% of 3Q FY97 schedule.
- * 76 designs (41% of total program) scheduled for completion in last quarter.
- * Continue to head toward worst year on record.
- * Sponsor delay, flood related issue and real estate continue to be primary reasons for slippages.
- * Corrective Action: Due to large number of projects forecast for completion in 4th Qtr and variety of reasons for slippage, need to emphasize more conservative scheduling at beginning of year.

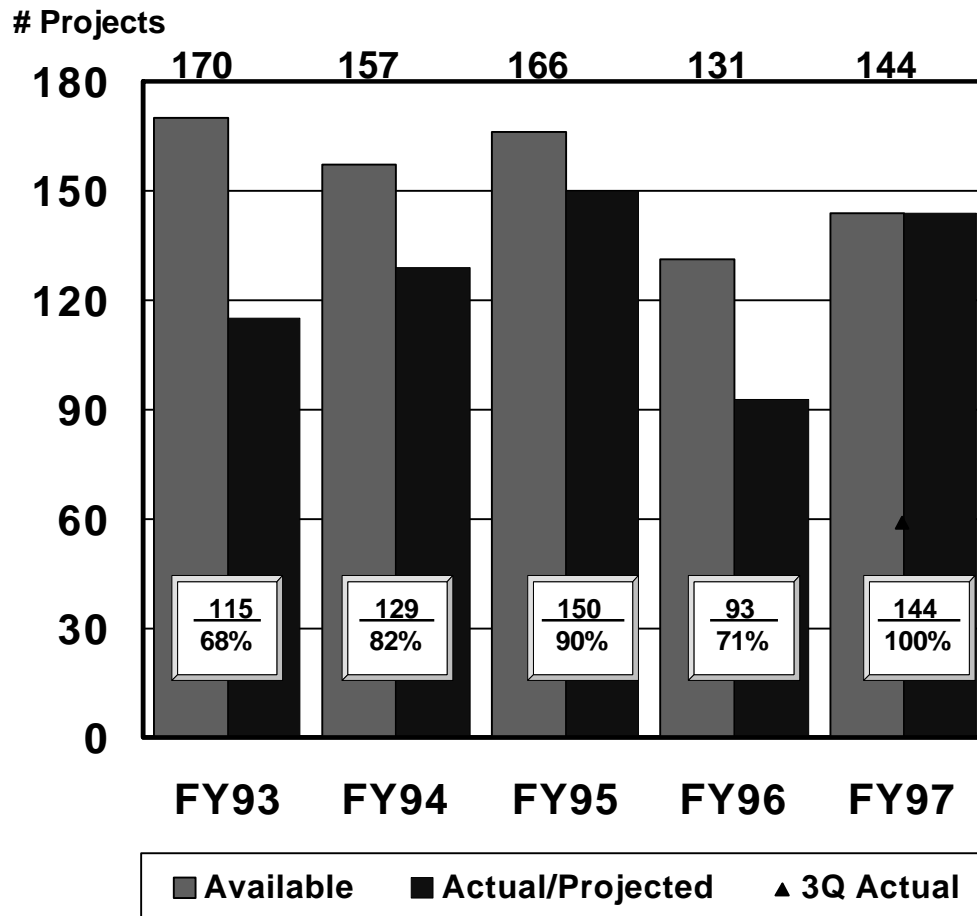
AS OF: 30 JUNE 1997

POC: Jack Bickley, 202-761-8892

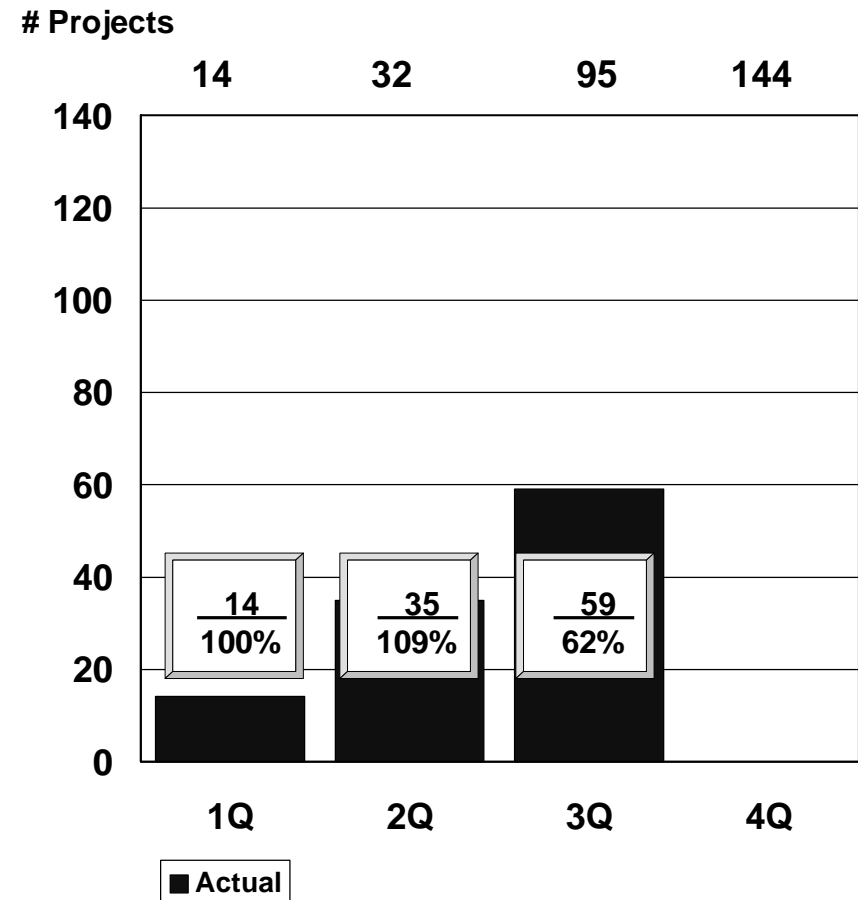
ASSESSMENT: Amber

Award of Construction Contracts*

*Program Trends
End of FY Results*



*FY97 Quarterly Schedule
and Actual Performance*

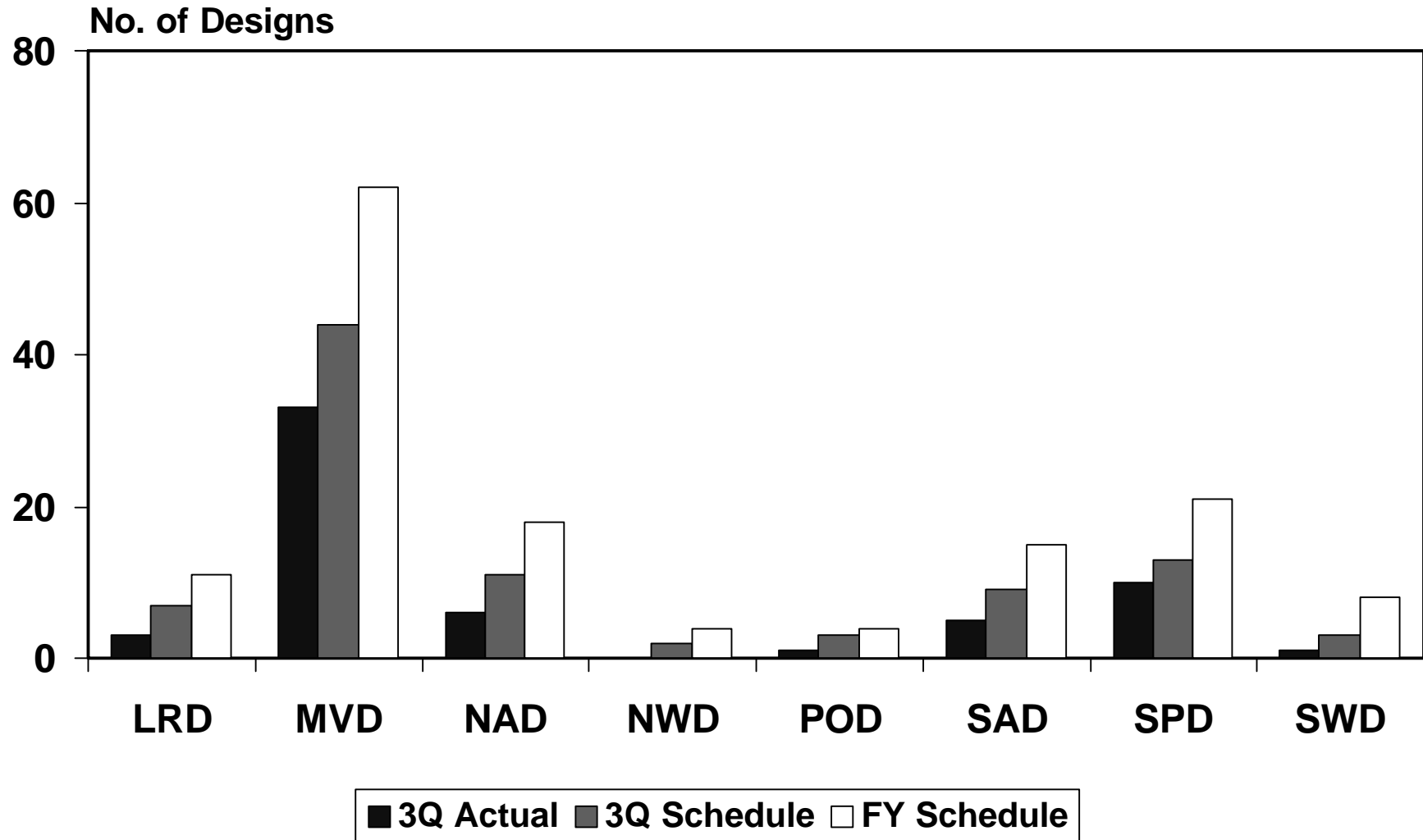


*Performance measures applies to CG and MR&T contract awards with estimated construction costs ≥ \$1 million.

CW012

Goal: Award 130 of 144 Scheduled Awards (90%).

Award of CG and MR&T Construction Contracts



Award of CG and MR&T Construction Contracts

Corpswide Trends and Performance

PROGRAM GOAL: To complete 90% of scheduled construction contract awards.

CURRENT YEAR OBJECTIVES: To complete 130 of 144 scheduled awards (\$760B construction)

END OF YEAR PREDICTION: Based on historical trends, predict 94 construction contract awards.

CURRENT YEAR RESOURCES:

IMPACT ASSESSMENT:

*Only SPD performed well this quarter (6 actual, 6 scheduled), although 10/13 cumulatively.

*MVD awarded 11 of 30 scheduled awards during 3rd qtr.

*Overall, major problems with sponsors and other real estate delays (17 awards affected).

ANALYSIS AND CORRECTIVE ACTION:

*Slow 3rd quarter coupled with large 4th qtr schedule indicates we will have another subpar year.

Corrective Action: Need to focus on better, more realistic scheduling of work. Poor showing this year, coupled with predicted slippage in FY97 design completions, will compound "end of year" scheduling problem for FY98.

AS OF: 30 JUN 97

POC: JACK BICKLEY, 202-761-8892

ASSESSMENT: RED

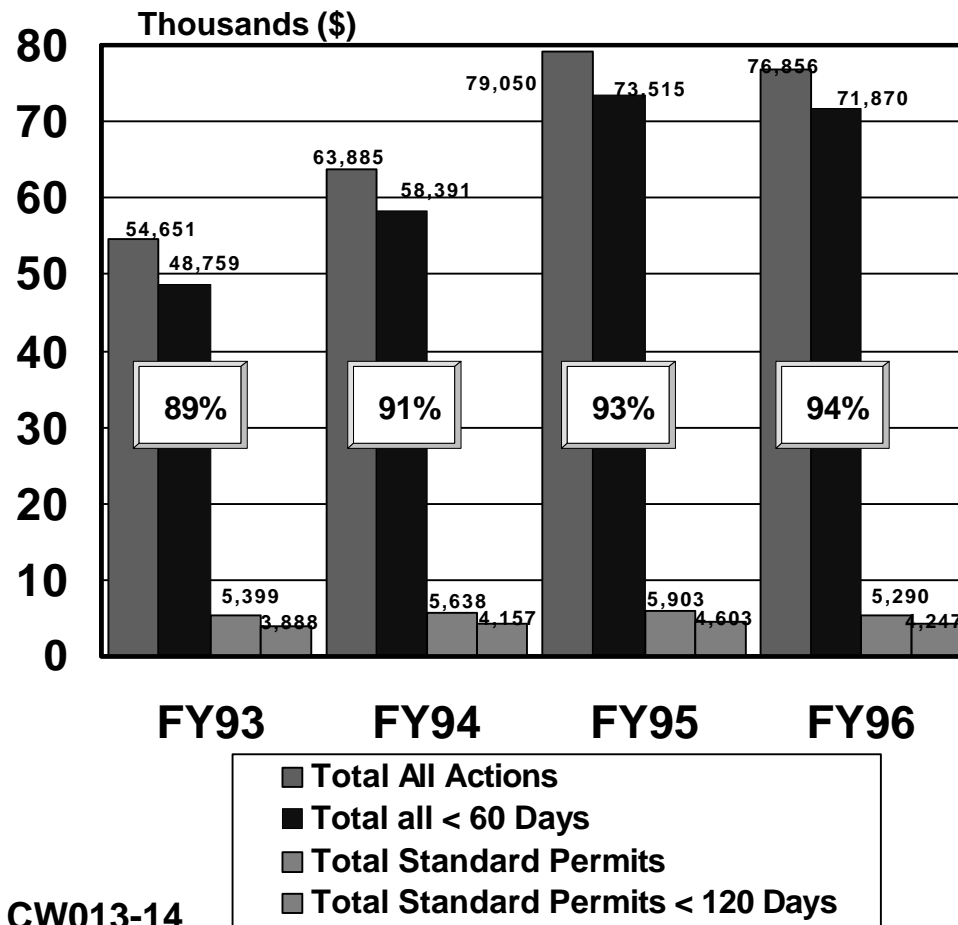
CW12

Regulatory Program

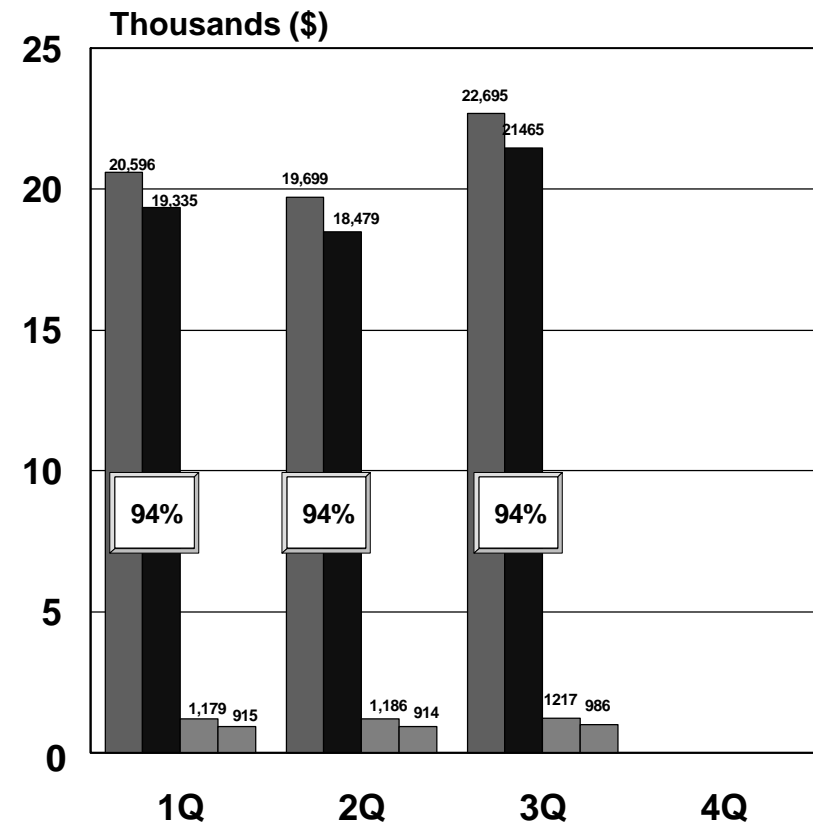
Number of Permits Done Meeting Time Standards

Complete > 85% of All Actions in 60 Days
 Complete > 70% of Standard Permits in 120 Days

*Program Trends
 End of FY Results*

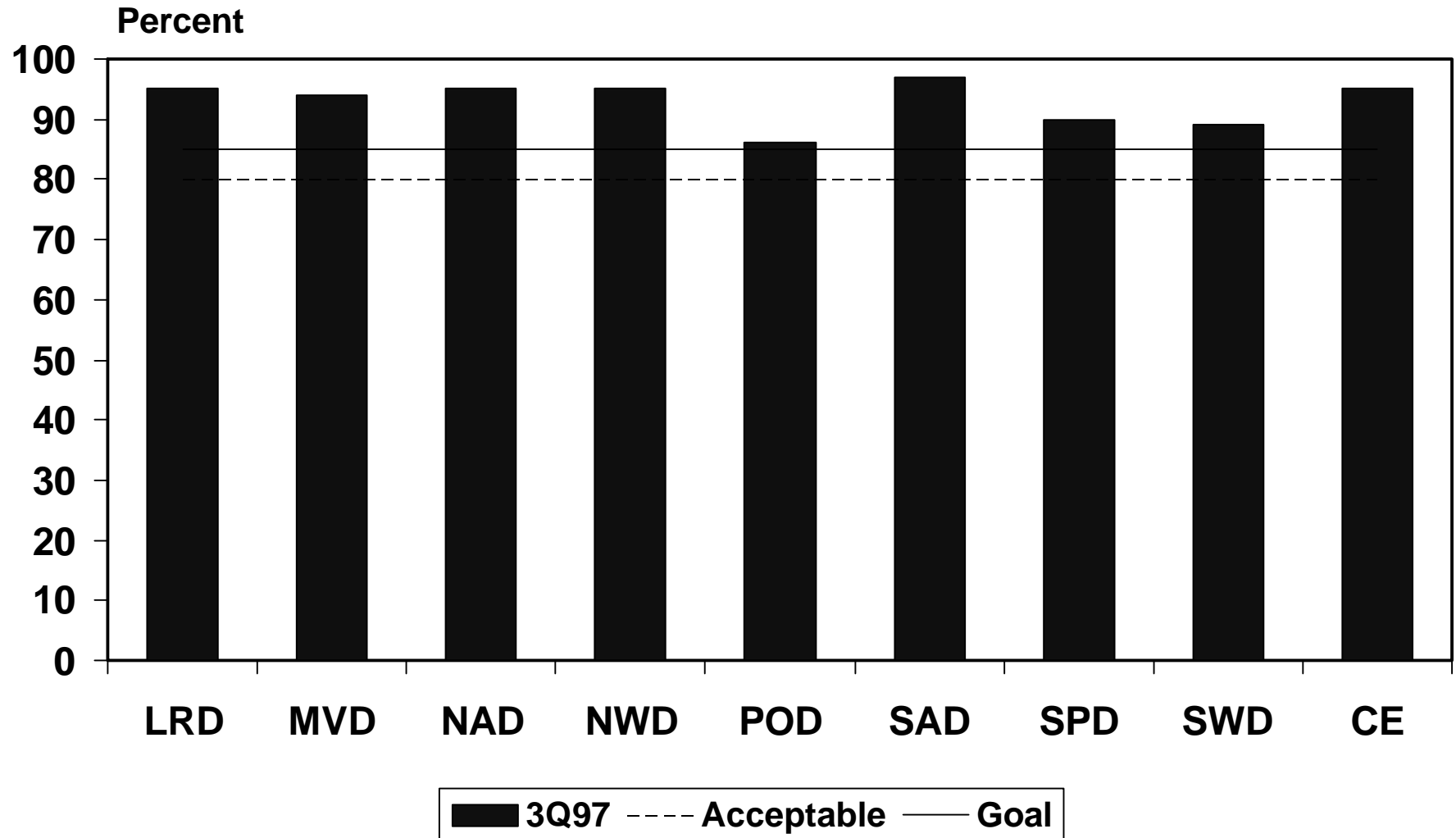


*FY97 Quarterly Schedule
 and Actual Performance*



Permit Completion Time

Percent of All Actions Completed < 60 Days



Regulatory Program

Percent of All Actions Completed < 60 Days

PROGRAM GOAL: To complete in less than 60 days 85-95 percent of all actions.

CURRENT YEAR OBJECTIVES: Districts meet the 85-95% goal each quarter.

END OF YEAR PREDICTION: Most districts are within the 85-95% goal.

CURRENT YEAR RESOURCES: \$101 million, 1150 Regulatory FTEs.

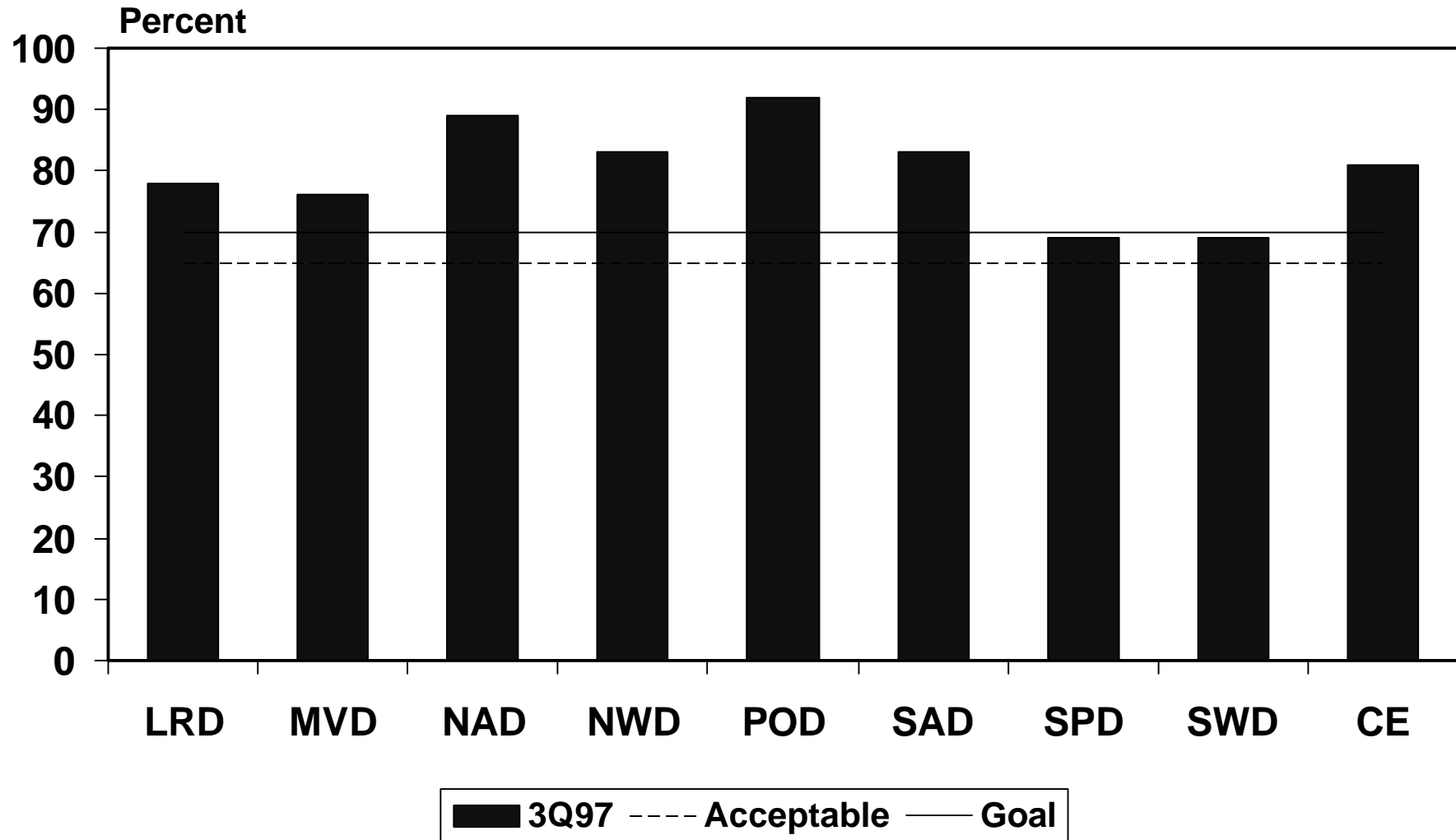
IMPACT ASSESSMENT: This standard measures the total level of service received by the public.

ANALYSIS AND CORRECTIVE ACTION: 3rd quarter 1997 Corpwide performance was 95% of all actions completed in less than 60 days. All divisions met the goal for this quarter.

AS OF: 30 Jun 97 POC: C. Robertson, 761-0202 ASSESSMENT: Green

Permit Completion Time

Percent of All Actions Completed < 120 Days



Regulatory Program

Percent of Standard Permits Completed < 120 Days

PROGRAM GOAL: To complete in less than 120 days 70-80 percent of all standard actions.

CURRENT YEAR OBJECTIVES: Districts meet the 70-80 percent goal each quarter.

END OF YEAR PREDICTION: Most districts are within the 70-80% goal.

CURRENT YEAR RESOURCES: \$101 million, 1150 Regulatory FTEs.

IMPACT ASSESSMENT: This standard measures the total level of service received by the public.

ANALYSIS AND CORRECTIVE ACTION: Corpwide performance for the 3rd quarter of 1997 was 81% of all standard actions completed in less than 120 days. Standard actions do not include permits for projects approved with nationwide general permits and regional general permits, or where a determination is made that no permit is required. Most standard permits are complex and require more than 60 days to evaluate. All divisions, with the exception of SPD and SWD, met the goal this quarter. The Albuquerque District and the Fort Worth District did not meet the goal, both due to applicant delays and 401 water quality certification.

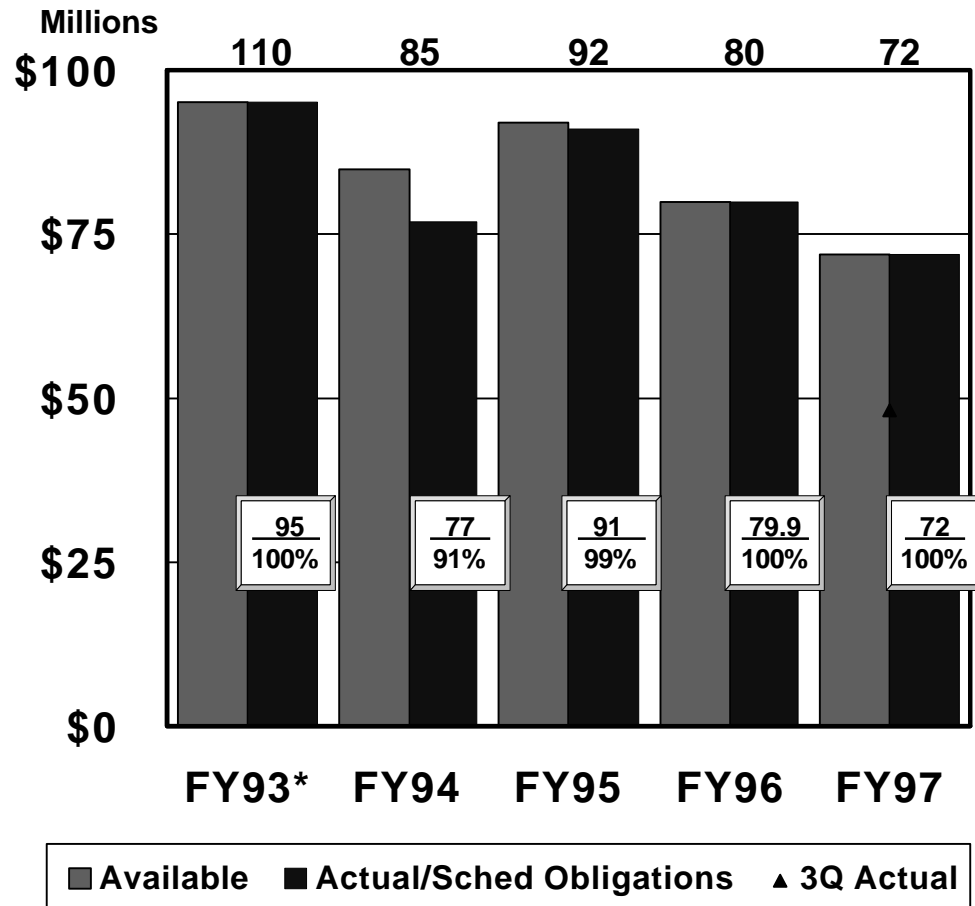
AS OF: 30 Jun 97

POC: C. Robertson, 761-0202

ASSESSMENT: Green

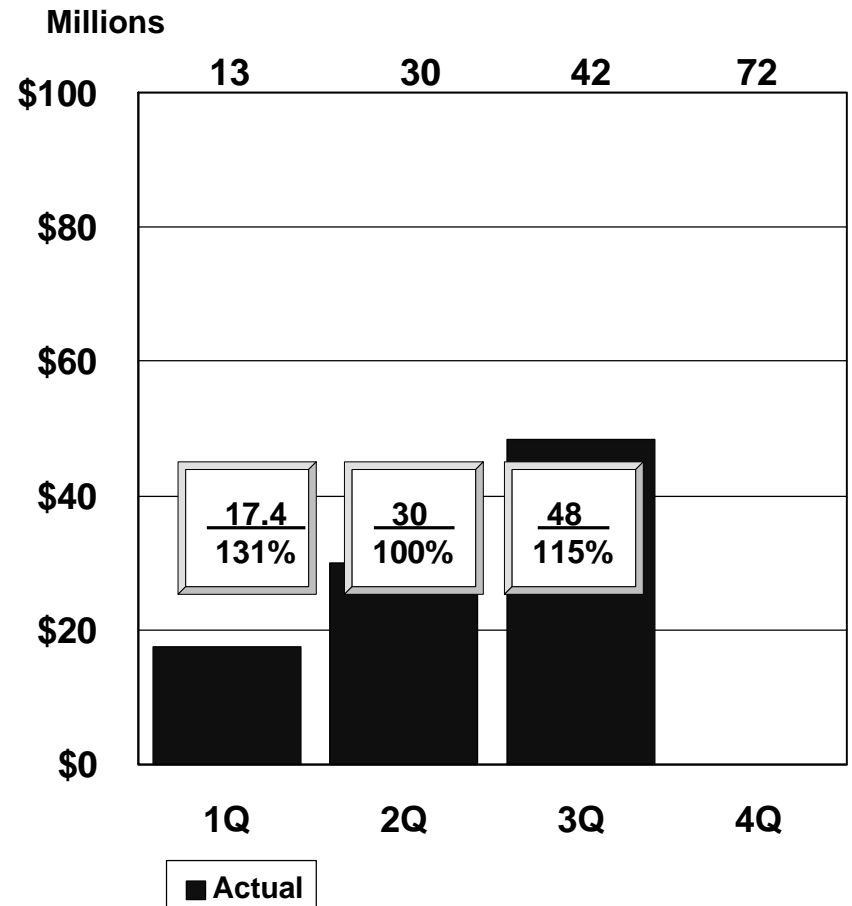
PRIP - Obligations

*Program Trends
End of FY Results*



* Performance declined after FY93 due to GAO ruling requiring funds-on-hand obligations based program with quarterly allocations. Ruling prohibits overprogramming and funding acquisition prior to the beginning of the FY.

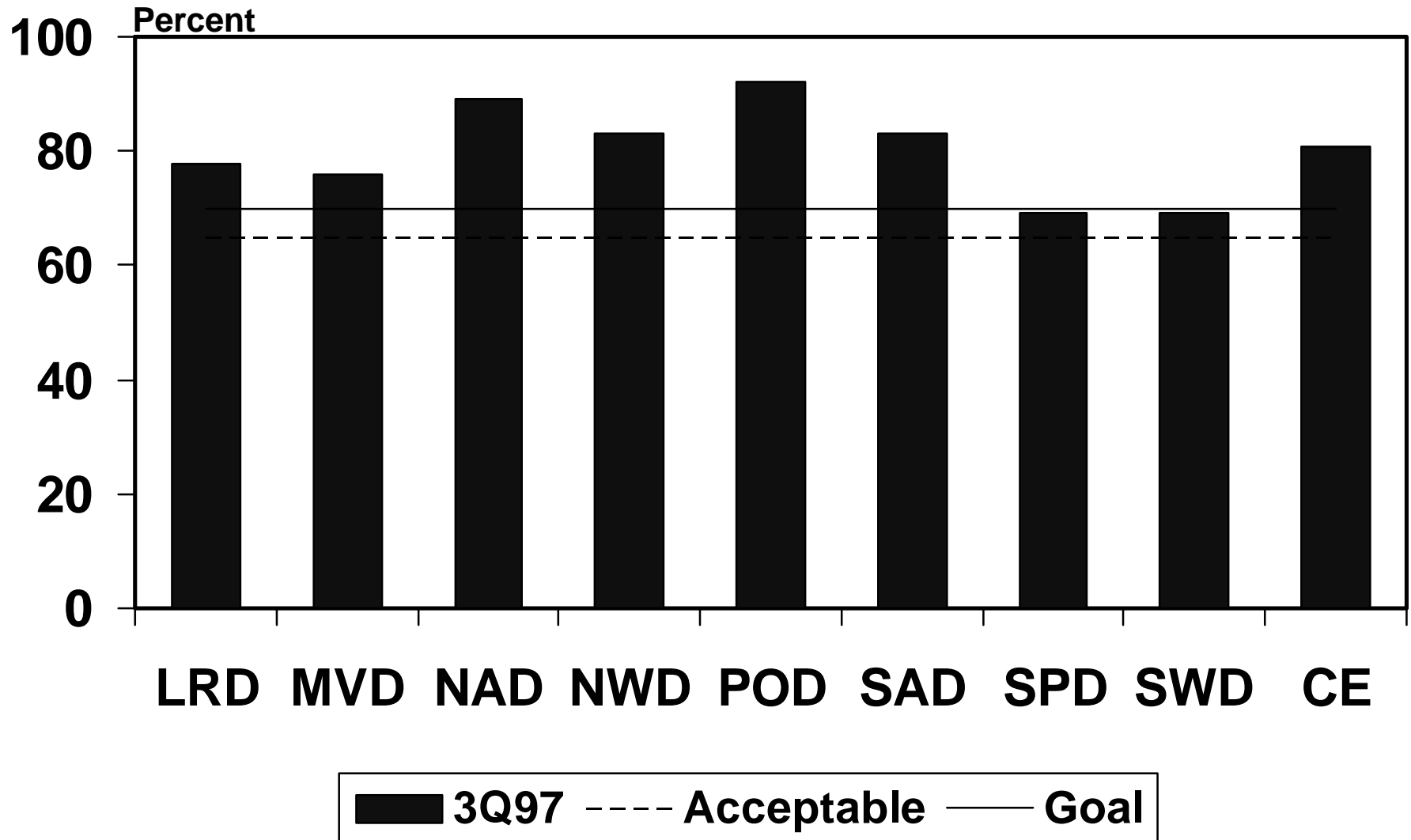
*FY97 Quarterly Schedule
and Actual Performance*



Goal: Obligate 92% (\$66M) of the FY's PRIP Allocation.

FY97 PRIP - Obligations

3Q Program Trends



FY 97 PRIP - Obligations

Obligations of 92% by end of FY

Program Goal: Purchase/replace needed revolving fund plant and equipment to maintain robust civil works program

Current Year Objectives: Obligations of 92% in FY 97 (green met goal; amber 87% to 91.9%; Red less than 87%)

End of Year Prediction: Green

Current Year Resources: \$71.7 Million

Impact Assessment: Achieving the obligation goal established for current year program assures resource availability for future capital acquisitions.

Analysis and Corrective Action: None. Only one division is below the goal. SPD 's program included purchases for the division lab. These purchases are being canceled and the funds will not be obligated.

As of: 30 June 1997 POC: Jo Gilbert, CECW-OM, 202-761-0245 Assessment: green